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Financing of the United Nations Mission in Liberia

Budget for the United Nations Mission in Liberia for the period from 1 July 2010 to 30 June 2011

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Mission in Liberia (UNMIL) for the period from 1 July 2010 to 30 June 2011, which amounts to $536,049,600, exclusive of budgeted voluntary contributions in kind in the amount of $52,800.

The budget provides for the deployment of 8,202 military personnel, including 133 military observers, 498 United Nations police officers, 845 formed police unit personnel, 543 international and 1,041 national staff, inclusive of 59 National Officers, as well as 2 international and 1 national General Service general temporary assistance positions, 237 United Nations Volunteers and 32 Government-provided personnel.

The total resource requirements for UNMIL for the financial period have been linked to the Mission's objective through a number of results-based-budgeting frameworks, organized according to components (security sector, peace consolidation, rule of law and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July 2010 to 30 June 2011.)

Category	*Expenditures (2008/09)*	*Apportionment (2009/10)*	*Cost estimates (2010/11)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	293 168.0	282 500.5	241 688.0	(40 812.5)	(14.4)
Civilian personnel	114 925.5	120 079.9	123 796.6	3 716.7	3.1
Operational costs	185 375.4	158 398.3	170 565.0	12 166.7	7.7
Gross requirements	**593 468.9**	**560 978.7**	**536 049.6**	**(24 929.1)**	**(4.4)**
Staff assessment income	11 468.9	11 129.8	12 805.2	1 675.4	15.1
Net requirements	**582 000.0**	**549 848.9**	**523 244.4**	**(26 604.5)**	**(4.8)**
Voluntary contributions in kind (budgeted)	52.8	52.8	52.8	—	—
Total requirements	**593 521.7**	**561 031.5**	**536 102.4**	**(24 929.1)**	**(4.4)**

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*Temporary position*[c]	*United Nations Volunteers*	*Government-provided personnel*	*Total*
Executive direction and management										
Approved 2009/10	—	—	—	—	16	1	—	—	—	**17**
Proposed 2010/11	—	—	—	—	17	1	—	—	—	**18**
Components										
Security sector										
Approved 2009/10	133	10 232	498	845	12	2	—	—	32	**11 754**
Proposed 2010/11	133	8 069	498	845	12	2	—	—	32	**9 591**
Peace consolidation										
Approved 2009/10	—	—	—	—	80	50	—	31	—	**161**
Proposed 2010/11	—	—	—	—	80	50	—	31	—	**161**
Rule of law										
Approved 2009/10	—	—	—	—	50	43	—	17	—	**110**
Proposed 2010/11	—	—	—	—	47	46	—	17	—	**110**
Support										
Approved 2009/10	—	—	—	—	386	941	3	189	—	**1 519**
Proposed 2010/11	—	—	—	—	385	941	3	189	—	**1 518**
Total										
Approved 2009/10	**133**	**10 232**	**498**	**845**	**544**	**1 037**	**3**	**237**	**32**	**13 561**
Proposed 2010/11	**133**	**8 069**	**498**	**845**	**541**	**1 040**	**3**	**237**	**32**	**11 398**
Net change	**—**	**(2 163)**	**—**	**—**	**(3)**	**3**	**—**	**—**	**—**	**(2 163)**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Officers and national General Service staff.
[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Mission in Liberia (UNMIL) was established by the Security Council in its resolution 1509 (2003). The most recent extension of the mandate was authorized by the Council in its resolution 1885 (2009), by which the Council extended the mandate of the Mission until 30 September 2010.

2. The Mission is mandated to help the Security Council achieve the overall objective of advancing the peace process in Liberia.

3. Within that overall objective, UNMIL will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. The frameworks are organized according to components (security sector, peace consolidation, rule of law and support), which are derived from the mandate of the Mission.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Mission as a whole.

5. Variances in the number of personnel, compared with the 2009/10 budget, including reclassifications, have been explained under the respective components.

6. UNMIL is headed by the Special Representative of the Secretary-General at the level of Under-Secretary-General, assisted by a Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator and a Deputy Special Representative of the Secretary-General (Rule of Law), both at the level of Assistant Secretary-General. Military operations are headed by a Force Commander at the level of Assistant Secretary-General, while a Police Commissioner at the D-2 level heads the civilian police component of the Mission.

7. The headquarters for the Mission have been established in Monrovia, with the military component of the Mission organized on the basis of two sectors covering 15 counties, namely, sector A, with headquarters in Monrovia, and encompassing the greater Monrovia area and the counties of Gbarpolu and Grand Cape Mount (along the border with Sierra Leone), Bomi, Montserrado, Margibi, Grand Bassa, River Cess, Sinoe, Grand Kru and Maryland (which borders Côte d'Ivoire); and sector B, with headquarters in Gbarnga, and encompassing the counties of Lofa (along the border with Sierra Leone and Guinea), Bong (bordering Guinea), Nimba (bordering Guinea and Côte d'Ivoire) and Grand Gedeh and River Gee (which border Côte d'Ivoire).

B. Planning assumptions and mission support initiatives

8. The prevailing stability in Liberia remains extremely fragile owing to the limited capacity of the country's security and judicial institutions and a number of

outstanding challenges, most of which are rooted in the same factors that led to the civil war. As the Secretary-General indicated in his special report on the United Nations Mission in Liberia (S/2009/299), the technical assessment mission that visited the country from 26 April to 6 May 2009 noted that, although progress had been made in many key areas, notwithstanding an extremely low starting point — that of a completely failed State after 14 years of civil war, with an infrastructure in ruins, a third of the population displaced and a completely collapsed public sector — there were many contentious issues and political undercurrents that, without the deterrence provided by UNMIL, could rapidly develop into major destabilizing factors.

9. The Security Council, by its resolution 1885 (2009), endorsed the recommendation contained in the special report with respect to the implementation of the third stage of the drawdown of UNMIL, from October 2009 to May 2010 that 2,029 military personnel, three attack helicopters and 72 armoured personnel carriers be repatriated, leaving the Mission's military strength at 8,202 personnel, including 7,952 troops in Liberia and 250 at the Special Court for Sierra Leone, and keeping the police component at its current strength.

10. The forces of the United Nations Mission in Liberia will consolidate their locations and bases, shifting to a more mobile posture and working within the reduced strength of the military component of the Mission, in order to provide a security umbrella throughout the country, support the national security forces, conduct joint exercises with the new army, undertake inspections of inventories of weapons and ammunition obtained by the Government in accordance with the exemptions to the United Nations arms embargo for use by the national police, undertake cordon and search operations to retrieve illegal weapons, protect key United Nations and Government locations and installations and conduct regular air and ground patrols, in particular along the borders and in other high-risk areas.

11. UNMIL will continue to relocate some units currently accommodated in Government buildings so that those buildings can be returned to national and local authorities. UNMIL will also continue to support the 250-troop guard force located in Freetown and charged with the responsibility of providing security to the Special Court for Sierra Leone.

12. The United Nations police component will continue to provide advice, training, mentoring and institutional capacity-building in specialized fields, as well as support the Liberian National Police with the implementation of its strategic plan. Assistance with regular policing activities, including joint patrolling, will still be required. The increased deployment of the Liberian National Police co-located with the United Nations police and the enhanced United Nations civilian substantive staff presence in the counties will increase the level of support provided to the counties. It is also assumed that the support infrastructure in Liberia, including roads, utilities and communications networks, will continue to see modest improvements, in particular in the counties.

13. UNMIL, working in collaboration with the United Nations country team, will continue to support the deployment and capacity-building of local government and security officials, as well as the rehabilitation of national and local infrastructure. In addition, the Mission will continue to assist in developing the judicial and legal sectors, while also supporting the Government's efforts to assume greater responsibility for the corrections sector. UNMIL will also continue to assist the

Government of Liberia in its efforts to effectively restore control over, and ensure the proper administration of, the country's natural resources, in particular rubber, timber and diamonds.

14. Also working in collaboration with the United Nations country team, UNMIL will support the Government's initiatives to foster good governance and national reconciliation. The Mission will help to strengthen national capacity for peace consolidation, including by addressing the root causes of the Liberian crisis, as well as the social and security issues emanating from the civil wars. UNMIL will also support initiatives aimed at addressing conflicts arising from disputes over natural resources and land use. In addition, the Mission will continue to encourage civil society to play a significant role in peacebuilding and reconciliation initiatives. Working with national stakeholders, regional partners and the United Nations country team, UNMIL will provide support for any successor initiative of the Governance and Economic Management Assistance Programme, as well as other initiatives aimed at strengthening the transparent collection and use of public revenues. The Mission will also help develop the capacity of the Liberian Government to further its anti-corruption campaign and implement sustainable governance reforms.

15. The Security Council, in its resolution 1885 (2009), authorized UNMIL to assist the Liberian Government with the 2011 general presidential and legislative elections, including by providing logistical support, in particular to facilitate access to remote areas, coordinating international electoral assistance and supporting Liberian institutions and political parties in creating an atmosphere conducive to the conduct of peaceful elections. The full magnitude of the electoral assistance needed cannot be determined at the present stage.

16. UNMIL will support United Nations agencies, on a limited scale, in the delivery of humanitarian and recovery assistance throughout the country. Working closely with the Liberian Government and the United Nations country team, UNMIL will support specific initiatives aimed at promoting peacebuilding and reconciliation at the community level, including employment initiatives for war-affected persons, including young people, engaged in the illicit exploitation of natural resources or other illegal activities. UNMIL will also continue its hotspot assessments, which remain a crucial tool for tracking threats posed by ex-combatants. The Mission, together with the United Nations country team, will also continue to support the Government's reconstruction and recovery efforts, including the implementation of its poverty reduction strategy.

17. UNMIL will continue to undertake human rights protection, promotion and monitoring activities. It will also provide assistance to the Government, civil society and other national stakeholders for the development and promotion of a culture of respect for human rights in the country. UNMIL will also support the operations of the independent National Human Rights Commission, assist in building the capacity of national civil society organizations and support the efforts of traditional dispute mediation mechanisms and national reconciliation initiatives.

18. UNMIL will continue to support the Government's efforts to promote gender equality and counter sexual and gender-based violence by supporting the implementation of the national action plan for the implementation of Security Council resolution 1325 (2000) on women and peace and security. UNMIL will also assist the Government in its endeavours to include in its ongoing judicial and

security sector reform processes the provisions of Security Council resolution 1820 (2008) on acts of sexual violence against civilians in armed conflict.

19. In its resolution 1885 (2009), the Security Council noted with concern the threats to subregional stability, including to Liberia, in particular those posed by drug trafficking, organized crime and illicit arms. Ongoing uncertainty about the elections in Côte d'Ivoire and increasing instability in Guinea are factors that may impede the achievement of the Mission's mandate.

20. In July 2008, UNMIL initiated a pilot programme to enhance public information support to the entire Mission. Under the programme, the Communications and Public Information Office was realigned, moving from the Office of the Special Representative of the Secretary-General to the Mission support component for a one-year trial period. Under this arrangement, the Office of the Special Representative continues to provide strategic direction for public information, while day-to-day operations providing cross-cutting support to the entire Mission are managed under the support component. The realignment creates synergies with other support functions, such as power supply, communications and information technology and the Joint Logistics Operations Centre, enhancing the planning and operations of the public information functions. The trial has proved to be highly successful from all perspectives. As a result, the Mission has continued the arrangement in the 2009/10 period and the proposal is to formalize it in the 2010/11 budget year. In this connection, the permanent realignment of the Communications and Public Information Office from the executive direction and management to the support component has been proposed.

21. The Communications and Public Information Office will continue to support all components of the Mission in promoting and publicizing activities to achieve the Mission's mandate and will continue to work with the Government and other partners in the promotion of their projects and programmes. Moreover, as UNMIL prepares for the 2011 national elections, the public at large in Liberia will need to be further reassured, particularly concerning the level of their safety and security and the need for participation in peaceful and democratic elections.

22. The proposed civilian establishment of the Mission of 1,821 personnel, comprising 543 international and 1,041 national staff, as well as 237 United Nations Volunteers, reflects the establishment of one P-4 post for a Security Sector Reform Adviser, the conversion of three international posts (1 P-4, 1 P-2 and 1 Field Service) to National Officer posts, the reclassification of three national General Service posts to National Officer posts and the abolishment of 1 Field Service post.

23. The proposed budget for the Mission for the 2010/11 period reflects a 4.4 per cent decrease in resource requirements, attributable primarily to lower requirements under military contingents owing to the reduction in the level of deployment of contingent personnel from 10,232 personnel for the 2009/10 financial period to 8,069 personnel for the 2010/11 period in the context of the completion of the third phase of the drawdown of the military component of the Mission. The overall reduction in the proposed resource requirements for the period is offset in part by increased requirements with respect to civilian personnel, owing primarily to the new methodology used in the computation of international staff costs in accordance with General Assembly resolution 63/250 as well as increased operational costs owing to higher rental and operation costs for the Mission's fleet of fixed- and rotary-wing aircraft and additional requirements with respect to petrol, oil and

lubricants. Moreover, with UNMIL in its sixth year of operations, much of its equipment and many of its facilities are at the end of their useful life cycle. During the 2010/11 budget period, therefore, the Mission will place emphasis on the maintenance and replacement of obsolete and worn-out equipment with respect to facilities, power generation, communications and information technology, vehicle fleet management and aviation.

24. Finally, the Mission has agreed to participate in a pilot project aimed at improving the presentation of the results-based-budgeting frameworks for the support component. Observations and recommendations are requested from the legislative bodies, in the light of which this presentation format may be reflected for all missions in future budget reports.

C. Regional mission cooperation

25. Within the context of the mandate of UNMIL, regional coordination continues to ensure a consistent approach with other United Nations entities in the region (the United Nations Operation in Côte d'Ivoire (UNOCI), the United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL), the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNOGBIS) and the United Nations Office for West Africa) on common security concerns. Such coordination includes meetings of the heads of United Nations missions in West Africa, as well as joint military patrols with UNOCI, Guinea and Sierra Leone. As part of the consultative processes established in the context of the Mano River Union (Liberia, Côte d'Ivoire, Guinea and Sierra Leone), the International Contact Group and the relevant United Nations country teams, regular meetings are held to jointly address regional issues relating to youth unemployment, small arms, illegal drugs, human trafficking, HIV/AIDS, poliomyelitis and other diseases, food security, the harmonization of disarmament, demobilization and reintegration programmes, border management and control, refugees, internally displaced persons and the strengthening in general of the Mano River Union partnerships.

26. In addition, arrangements have been established on a cost-sharing basis for the rotation of troops and the regional movement of cargo for missions within West Africa.

D. Partnerships, country team coordination and integrated missions

27. Coordination and collaboration between UNMIL and the United Nations country team takes place within the integrated mission framework and through the avowed principle of one United Nations under a single leadership. The country team has worked closely with the peacekeeping Mission since its inception, under the guidance of the Deputy Special Representative of the Secretary-General for Recovery and Governance/Resident Coordinator/Humanitarian Coordinator. Coordination and collaboration is achieved through a variety of mechanisms, including fortnightly country team meetings chaired by the Deputy Special Representative of the Secretary-General for Recovery and Governance for consultation on substantive programme, operational and administrative issues, which is attended by heads of United Nations agencies, as well as related UNMIL section chiefs. Working-level mechanisms for coordination between the country

team and UNMIL also include an operations group and a senior-level programming group, the inter-agency programming team. The Special Representative of the Secretary-General also chairs a fortnightly strategic planning group meeting, bringing together UNMIL section heads and country team agency heads. The country team provides input for the Secretary-General's periodic progress reports on Liberia and for the consolidation, drawdown and withdrawal benchmark progress reports. Key framework documents, including the United Nations Development Assistance Framework, were prepared with the active participation of UNMIL sections, while the United Nations provided strong support for the national poverty reduction strategy process. Five specific outcome groups were established, related to key United Nations Development Assistance Framework/poverty reduction strategy outputs. The groups, which are chaired by senior-level UNMIL and country team representatives, plan and coordinate all United Nations activities within those thematic areas and correspond to the Government's poverty reduction strategy pillar structure. All of those mechanisms are contributing to information-sharing and the improvement of the image of a United Nations determined to deliver as one, avoiding duplication of effort and the wastage of resources.

E. Results-based-budgeting frameworks

28. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. A definition of the terminology related to the six categories is contained in annex I.A to the present report.

Executive direction and management

29. Overall Mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General									
Approved posts 2009/10	1	1	8	1	5	**16**	1	—	**17**
Proposed posts 2010/11	1	1	9	1	5	**17**	1	—	**18**
Net change	—	—	**1**	—	—	**1**	—	—	**1**

Office of the Special Representative of the Secretary-General

International staff: increase of 1 post

30. The Secretary-General, in his special report to the Security Council (S/2009/299), stated that the security sector reform process provided for by the Comprehensive Peace Agreement signed in Accra in 2003 focused on the

restructuring of the Armed Forces of Liberia and the Liberian National Police. As a result, a system-wide approach to security sector reform was not factored into the early planning for UNMIL, whose initial mandate concentrated on the restructuring of the police, while the building of a new army was supported through bilateral arrangements. Subsequently, as the shortcomings of that approach became increasingly apparent, other aspects of security sector reform were added to the mandate of the Mission.

31. At the Mission's request, a donor country agreed to fund a Security Sector Reform Adviser to the Special Representative of the Secretary-General. However, that assistance ended in October 2009; in view of the need to continue to pursue a comprehensive approach to security sector reform, the technical assessment mission recommended that all options be considered with a view to the retention of that post in UNMIL. It is therefore proposed that the post of a Security Sector Reform Adviser (P-4) be established in the Office of the Special Representative of the Secretary-General.

32. The Security Sector Reform Adviser will keep the Special Representative of the Secretary-General informed about all security sector reform-related issues within the Mission, Liberia and the subregion and develop and maintain close working relationships with the various security sector reform sponsors, implementing organizations and neighbouring security infrastructure with a view to ensuring a common, coherent and consistent approach to the design, development, sustainability and implementation of the new Liberian security system. The incumbent will design and keep up to date the Mission's strategy for support for security sector reform and act as the focal point for the strategy in coordination with the Force Commander, the Deputy Special Representative of the Secretary-General (Rule of Law), the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator and the Recovery, Rehabilitation and Reintegration Coordinator. The incumbent will also advise the Government of Liberia on improving policy coherence on security sector reform, including on the formulation and implementation of the national security policy, and ensure that that policy takes into account regional and subregional perspectives. Furthermore, the incumbent will encourage and support the Government of Liberia in establishing an appropriate and effective National Security Council, including a subordinate structure, as well as building on the nascent inter-ministerial/ interdepartmental security dialogue to implement institutional change and increase buy-in to the national security strategy.

Component 1: security sector

33. As detailed in the frameworks below, the security sector component encompasses both security stabilization and security sector reform and incorporates the activities of the Mission's military and police and security sector elements working with international partners and the Government of Liberia, including the Liberian National Police, the Armed Forces of Liberia, the Bureau of Immigration and Naturalization and other security agencies, under the national security strategy and architecture umbrella.

34. The main priority of the Mission for the 2010/11 financial period will be a continued focus on the maintenance of a stable and secure environment through support for the development and implementation of a coordinated national security

architecture, including implementation of the national security strategy in line with the Liberian poverty reduction strategy, the training and institutional capacity-building of the Liberian National Police, to ensure their fully fledged operational status, and practical training and mentoring support for restructuring the Armed Forces of Liberia, which will include joint integrated training with UNMIL at the company level. The Mission will also seek to consolidate peace and achieve a gradual drawdown, with a shift in the responsibility for security to the national authorities.

35. The operational focus of the Mission's security sector component will be the continued shift from an emphasis by the Mission force on the domination of towns, routes and strategic infrastructure using guards, bunkered positions and static checkpoints, to a more fluid and flexible posture, using increased patrolling and vehicle checkpoints, leading to a more subtle presence by the force — in essence, a move from visible domination to a form of credible deterrence exerted from a distance, thus reducing instability and ensuring security coverage for all the major strategic locations of the Mission.

36. In line with the revised security benchmarks, and in order to ensure that they become operational, the continued training and deployment of the Armed Forces of Liberia, the Liberian National Police and the Bureau of Immigration and Naturalization is envisaged, as is the development by the Government of a national security strategy and architecture. To that end, the Armed Forces of Liberia will have the strength of two battalions, albeit in the formative stage; is not expected to be declared fully operational until 2012. The Coastguard will have a complement of 44 enlisted personnel and 4 officers, with members trained for initial operational capability with small boats. The United Nations police focus will be on providing on-the-job mentoring and technical advice to the Liberian National Police, with specific emphasis on the trained but only marginally operational Emergency Response Unit, the Crime Services Division and the rebuilding of the Liberian Nation Police Support Unit, the Police Academy Administration, the Police Administration and Management and the Patrol Division, including community policing. The Mission will continue to assist the Liberian National Police, facilitating the provision of equipment, the rehabilitation of the infrastructure of the police service in all counties and the building of county-level operational capabilities, as well as assisting project implementation in line with the Liberian National Police strategic plan and development programme. It will also continue to support the implementation of the national security sector strategy through the implementation matrix, which is aligned with the national poverty reduction strategy across the entire country. This includes the implementation of Government security coordination mechanisms in the counties and border areas, as well as improved coordination and accountability in terms of security architecture. The implementation of the national security strategy runs concurrently with the three-year poverty reduction strategy.

37. Pursuant to Security Council resolution 1885 (2009), the further drawdown of the military component of the Mission by 2,029 personnel will be completed by May 2010. This will bring the military component of the Mission to the strength of 8,202 personnel, including 133 military observers and 250 contingent personnel at the Special Court for Sierra Leone, with the police component remaining at its current authorized strength of 1,343 personnel, including 845 formed police unit personnel.

38. With a view to the continued mainstreaming of gender in all of its activities as part of its overall mandate and in implementation of Security Council resolution 1325 (2000) on women and peace and security, the Mission will support the Government of Liberia in the development and implementation of gender accountability systems and mechanisms within the security sector. The Mission will also continue to proactively engage in and foster a culture of best practices in all areas relating to the security sector and its reform.

Expected accomplishments	*Indicators of achievement*
1.1 Stable security environment in Liberia	1.1.1 No serious violations of the ceasefire agreement (2007/08: 0; 2008/09: 0; 2009/10: 0; 2010/11: 0)

Outputs

- 398,580 patrol person days (12 troops per patrol x 7 battalions x 13 patrols per day x 365 days) foot and mobile patrols of all types, including border monitoring, support for elections, cordon and search, public order, high-value escort and VIP protection
- 175,200 static troop person days (12 troops per military post x 40 static locations x 365 days), including checkpoints on roads, election infrastructure, observation posts and all static guarding tasks for entrance/exit points to major ports and harbours, entrance/exit points to airfields and helicopter landing zones, approaches to major Government buildings, economic checkpoints for sanctions monitoring, border crossing points, strategic bridges and junctions and other routes
- 20,020 United Nations military observer person days (7 days x 5 personnel (2 patrols of 2 military observers per day and 1 Operations Officer) x 52 weeks x 11 team sites) to gather information and liaise with agencies and non-governmental organizations and support elections
- 3,048 air patrol hours (12 x Mi-8, 3 x Mi-24): all aircraft are allocated 254 flying hours per month x 12 months. Tasks include all air operations deployment and related activities, border patrols, other patrols, United Nations police support, United Nations military observer patrols and directed election patrol support, but exclude all logistical, medical evacuation, engineering, VIP and communication flights
- 366,860 force engineering person days (1,411 military engineers x 5 days per week x 52 weeks), as well as field engineering tasks to support the Government of Liberia. The support includes road maintenance, explosive ordnance disposal, technical sweeps, engineering work support, bridge launch and repair, culvert repair, asphalt production, airfield repair maintenance and civil-military cooperation tasks, including election infrastructure support
- 91,250 troop protection person days (250 troops x 365 days) to secure the Special Court for Sierra Leone
- Monthly joint border patrols with the respective border officials of Liberia and Sierra Leone, Côte d'Ivoire and Guinea

Expected accomplishments	*Indicators of achievement*
1.2 Progress in reform of the security sector	1.2.1 Annex E security priorities of the national security strategy implementation matrix fully implemented 1.2.2 Security reform legislation on security architecture roles and responsibilities implemented

	1.2.3 Implementation of the defence strategy commenced
	1.2.4 Coastguard achieves initial operational capability with small boats

Outputs

- Provision of advice through monthly meetings of the Liberia Reconstruction and Development Committee, the security pillar of the Government of Liberia, on the continuing recruitment, training and deployment of the Liberian military in cooperation with the Economic Community of West African States (ECOWAS), the African Union, the European Commission, the United Nations Development Programme (UNDP) and concerned Member States
- Coordination and planning through monthly Armed Forces of Liberia-UNMIL joint working group and the quarterly Armed Forces of Liberia-UNMIL joint steering group meetings
- Joint integrated UNMIL-Armed Forces of Liberia training of the first and second battalions at the company level, 4 patrols per week by the Coastguard (2 harbour and 2 shore), monthly meetings with the security pillar (Government of Liberia, Special Representative of the Secretary-General and Police Commissioner) and senior representatives of the Ministries of Justice, Defence and the Interior and Planning for the continued development of security and law enforcement agency strategic planning
- Advice through monthly meetings with the National Security Adviser, the National Security Agency and the Minister of Justice on the implementation of measures to right-size the security architecture pursuant to the security reform legislation
- Advice to the Government of Liberia on operations of the county security committee mechanism

Expected accomplishments	*Indicators of achievement*
1.3 Enhance public law and order and operational capacity of the Liberian National Police Service	1.3.1 Liberian National Police Emergency Response Unit personnel trained, equipped, deployed and operational (2007/08: 200; 2008/09: 212; 2009/2010: 500; 2010/11: 500)
	1.3.2 Female representation achieved and sustained at the level of 20 per cent of the Liberian National Police authorized strength (2006/07: 6 per cent; 2007/08: 15 per cent; 2008/09: 12 per cent; 2009/10: 20 per cent; 2010/11: 20 per cent)
	1.3.3 Implementation of the priority projects of the Liberian National Police strategic plan and development programme (2010/11: 12)
	1.3.4 In-service and advanced training of serving Liberian National Police officers institutionalized (2006/07: 240; 2007/08: 640; 2008/09: 800; 2009/10: 1,100; 2010/11: 800)

1.3.5 Gender training programme for the Liberian National Police and Bureau of Immigration and Naturalization updated (2010/11: 1 training programme for the Liberian National Police and 1 training programme for the Bureau of Immigration and Naturalization)

Outputs

- Provision of mentoring and technical advice, delivered through meetings, co-location and joint patrols with Liberian National Police uniformed patrol officers and supervisors at the community level, on crime prevention and enforcement, including to members of the Liberian National Police Support Unit and the Liberian National Police Emergency Response Unit on specialized unit response in the context of tactical and special operations, special events, disorder, riots and critical incidents
- Provision of mentoring, in-service training and technical advice to the Liberian National Police leadership and operations division on pre-election planning, deployment and operational support at pre-election-related events requiring police presence
- Provision of formed police unit operational support, advice and mentoring through joint patrols, backup support for disorder-related incidents, tactical and critical incidents and criminal intelligence-led operations and joint planning meetings and joint training exercises with Liberian National Police
- Provision of mentoring and technical advice through meetings and daily co-location with Liberian National Police instructors and Police Training Academy administrators to institutionalize annual delivery of basic training to 300 new recruits at the police academy, and institutionalize field training and in-service training for 800 serving officers at Liberian National Police regional training centres and police stations
- Provision of technical advice and coordination through daily contacts and weekly and monthly meetings with Liberian National Police leadership, the Liberian National Police strategic plan steering committee, UNDP and project partners in implementing the priority projects of the Liberian National Police strategic plan (projects relating to emergency control room, intelligence, enhancement of criminal investigations, forensics, forensic pathology, storage of evidence, Police Support Unit, Emergency Response Unit headquarters, command skills training, budget and finance (vehicles, radios, information technology networks and reprographic logistics), human resources, gender mainstreaming, women, children and vulnerable people, and the International Criminal Police Organization)
- Provision of mentoring and technical advice through daily contacts, co-location activities and station-level workshops with the Liberian National Police station commanders, line managers and officers on police policies and standard operating procedures specific to police operations, criminal investigations, internal investigations and citizen complaints, police administration and management, the protection of women and children and community relations
- Provision of mentoring and technical advice through daily contacts, weekly meetings and co-location activities with Liberian National Police senior executive leadership to strengthen force management and administration, operational leadership, methods of investigation, asset management, community relations and internal investigations
- Provision of technical advice by United Nations police through daily contacts with Liberian National Police and Bureau of Immigration and Naturalization officers on strategic development, inter-agency coordination and cross-border activities and through daily immigration co-location activities at Roberts International Airport, Harper, Ganta, Bo, Sinje and Monrovia Immigration Headquarters
- Impact assessment of gender training in the Liberian National Police and Bureau of Immigration and Naturalization

- Provision of technical advice through 6 meetings with the Liberian National Police (Women and Children Protection Section, National Police Training Academy and Gender Unit) and 6 meetings with the Bureau of Immigration and Naturalization

External factors

Donors will provide adequate funding for the restructuring of the Armed Forces of Liberia and support projects that will strengthen the strategic development and operational effectiveness of the Liberian National Police and other law enforcement agencies

Table 2
Human resources: component 1, security sector

Category	*Total*
I. Military observers	
Approved posts 2009/10	133
Proposed posts 2010/11	133
Net change	—
II. Military contingents	
Approved posts 2009/10	10 232
Proposed posts 2010/11	8 069
Net change	(2 163)
III. United Nations police	
Approved posts 2009/10	498
Proposed posts 2010/11	498
Net change	—
IV. Formed police units	
Approved posts 2009/10	845
Proposed posts 2010/11	845
Net change	—
V. Government-provided personnel	
Approved posts 2009/10	32
Proposed posts 2010/11	32
Net change	—

	International staff								
VI. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*	*United Nations Volunteers*	***Total***
Office of the Force Commander									
Approved posts 2009/10	1	1	—	—	2	4	—	—	4
Proposed posts 2010/11	1	1	—	—	2	4	—	—	4
Net change	—	—	—	—	—	—	—	—	—

Office of the United Nations Police Commissioner									
Approved posts 2009/10	—	2	5	—	1	8	2	—	10
Proposed posts 2010/11	—	2	5	—	1	8	2	—	10
Net change	—	—	—	—	—	—	—	—	—
Subtotal									
Approved posts 2009/10	1	3	5	—	3	12	2	—	14
Proposed posts 2010/11	1	3	5	—	3	12	2	—	14
Net change	—	—	—	—	—	—	—	—	—
Total (I-VI)									
Approved posts 2009/10									11 754
Proposed posts 2010/11									9 591
Net change									(2 163)

Component 2: peace consolidation

39. As detailed in the frameworks below, the peace consolidation component will continue its emphasis on supporting the Government's poverty reduction strategy, including the consolidation and strengthening of State authority throughout the country. The Mission will support the establishment of mechanisms to facilitate good governance and combat corruption by strengthening institutions of democratic governance, facilitate ethnic and political reconciliation and assist the Government in ensuring that the political environment is conducive to the conduct of free and fair elections in 2011. In addition to the ongoing assistance to governance institutions such as the Governance Commission, the General Auditing Commission, the Liberian Anti-Corruption Commission and the legislature, technical support will be provided to the Constitutional Review Task Force and the Land Commission, which will seek to address problems related to land management and land disputes. To that end, the Mission will draw on the support of the United Nations agencies, funds and programmes in the country and request further support from the Peacebuilding Fund, if necessary. Through a revised field structure in the counties, the Mission will continue to assist in building and strengthening the capacity of local government in the counties through continued support for the implementation of the county development agendas and the decentralization policy.

40. To broaden ownership of the peace process by the Liberian population, the Mission will deepen its engagement with civil society organizations with a view to enhancing their participation in the national dialogue processes, countrywide community reconciliation, peacebuilding and conflict-resolution mechanisms. The furtherance of economic revitalization will continue to be supported by the Mission through facilitating and promoting the efficient management of natural resources, including timber, rubber and diamonds, in particular by supporting the implementation of the National Forestry Reform Law 2006, monitoring compliance with the Kimberley Process Certification Scheme and following up on the recommendations of the Security Council Panel of Experts on Liberia. In addition, the Mission, in coordination with United Nations agencies, funds and programmes, will support the sustainable development framework in the area of natural resources as elucidated in the poverty reduction strategy and the United Nations Development

Assistance Framework by providing technical and capacity support to the Government.

41. The Mission, together with the United Nations agencies, funds and programmes, will continue to support the Government in following up on reintegration efforts and the remaining security challenges related to former fighting forces and other groups which could pose a threat to peace and stability in Liberia. The Mission will also continue to support the coordination of the Government's labour-intensive employment initiatives in the area of road rehabilitation.

42. Following the phasing out of the Humanitarian Coordinator's Support Office, the Mission will continue to work with the revised field structure and the United Nations agencies, funds and programmes to support key stakeholders in monitoring residual humanitarian needs and updating contingency planning mechanisms to further build emergency preparedness capacity at both the national and county levels. The regional office for West Africa of the Office for the Coordination of Humanitarian Affairs will be a key partner.

43. As part of its mandate to mainstream gender perspectives and to implement Security Council resolution 1325 (2000) on women and peace and security, the Mission will continue its support to the Government in improving systems and mechanisms for gender mainstreaming at the institutional, national and county levels, as well as integrating gender in the 2011 electoral process. The Mission will continue to proactively engage in and foster a culture of best practices in all areas relating to peace consolidation.

44. The peace consolidation component will cover the Mission's planned activities in the areas of political affairs, civil affairs, including humanitarian, rehabilitation, reintegration and recovery efforts, HIV/AIDS and gender affairs. All Mission elements will work in close partnership with the United Nations agencies, funds and programmes in the context of an integrated mission and collaborate with the World Bank, the European Union, ECOWAS and the international community in general in support of the Government of Liberia.

Expected accomplishments	*Indicators of achievement*
2.1 Consolidation of national authority throughout the country	2.1.1 Increase in the total number of civil servants assisted in returning to their duty stations in the counties (2006/07: 1,320; 2007/08: 2,775; 2008/09: 3,000; 2009/10: 3,300; 2010/11: 3,600)
	2.1.2 Increase in participatory rate of Government ministries/agencies in monthly poverty reduction strategy/county development coordination meetings at county level for national consolidation of State authority (2008/09: 60 per cent; 2009/10: 80 per cent; 2010/11: 85 per cent)
	2.1.3 Government report issued on the gaps in the systems and mechanisms for gender mainstreaming at the county and national levels

	2.1.4 National Action Plan for Disaster Risk Reduction endorsed by the legislature
	2.1.5 5-year land programme developed and funded

Outputs

- Provision of advice and support in the planning processes on decentralization of functions, staff deployment and training, organizational restructuring and programme and project development to the Ministries of Internal Affairs, Planning and Economic Affairs, Finance, Agriculture, Lands, Mines and Energy, Education and Youth and Sports, as well as the Civil Service Agency, the General Auditing Commission, the National Ports Authority and the Forestry Development Authority
- Provision of weekly support to the county administrations in capacity-building and training through the United Nations county support team mechanism, on the basis of plans for the monitoring of county development agendas, the overall coordination of the national poverty reduction strategy and the identification of further development support requirements for consolidation of authority at decentralized levels
- Facilitation of the organization of monthly consultative meetings of the peace and reconciliation committees established in the 15 counties to address conflict- and reconciliation-related issues
- Provision of advice through weekly meetings, as well as briefings, thematic papers, and comments on policies and programmes of key institutions at the central and county levels, on the further development and implementation of management mechanisms for the proper utilization of natural resources, including compliance with the Kimberley Process Certification Scheme for diamonds and the National Forestry Reform Law for chain of custody and awards and management of contracts to ensure the sustainable utilization of forestry resources
- Engagement of civil society through monthly and quarterly dialogues, consultations, participatory processes, civil society forums and structures, organizational development and capacity-building, through an UNMIL, UNDP and United Nations country team approach in the promotion of peace and national reconciliation and coordination of their participation in poverty reduction strategy/county development agendas in collaboration with the United Nations country team
- Provision of advice and support through weekly and monthly meetings in support of the Government's National Disaster Management Commission (currently known as the National Disaster Relief Commission) and meetings with relevant stakeholders
- Advice to and monitoring of the Land Commission through quarterly meetings
- Assessment through 15 (1 per county) field visits of systems and mechanisms for gender mainstreaming at the county and national levels

Expected accomplishments	*Indicators of achievement*
2.2 Progress towards the establishment of good governance	2.2.1 ECOWAS anti-corruption protocol ratified
	2.2.2 Legal framework in place for the conduct of the October 2011 general presidential and legislative elections

2.2.3 Code of conduct endorsed by all the political parties

2.2.4 Preparation for the conduct of the general presidential and legislative elections is in accordance with the constitution, law and rules and regulations of the Liberian National Election Commission and electoral calendar

2.2.5 Increased participation of women in the electoral process as set by the Government (minimum 50 per cent female participation in voter registration; minimum 30 per cent female candidates in all political parties)

2.2.6 Action plans for disaster risk reduction in place in all 15 counties

2.2.7 Introduction of a training programme on gender, gender analysis and mainstreaming (1 each in the Liberian Institute for Public Administration and Angie Brooks International Centre)

Outputs

- Advice through monthly meetings with the Government of Liberia on the implementation of the ECOWAS anti-corruption protocol
- Facilitation in the organization of monthly inter-party consultative forums used as a platform for regular interaction between major stakeholders and the Liberian National Election Commission on processes and procedures for the conduct of the elections
- Coordination of international electoral assistance
- Weekly monitoring of legislative processes related to elections and constitutional reform
- Provision of technical advice through weekly meetings with stakeholders (Liberian National Election Commission, political parties and civil society organizations, including women's organizations) in the electoral process
- Provision of weekly policy and technical advice to the Liberian National Election Commission
- Provision of advice, support and mentoring to local authorities through regular correspondence with and through county support teams on strategies for disaster risk reduction/contingency planning
- Conduct of in-service training, joint monitoring and assessment visits to county-level structures in support of disaster response/contingency planning in line with the national action plan
- Provision of advice and technical support to national and local authorities on preparing and updating humanitarian, disaster risk reduction and contingency plans, as appropriate
- Provision of advice and technical support at regular United Nations meetings (United Nations country team and inter-agency planning team) and at monthly meetings of the Humanitarian Action Committee on issues cutting across humanitarian sectors, including disaster risk reduction and contingency planning to ensure that common United Nations plans and strategies together with those of the Government of Liberia, non-governmental organizations, donors and other partners adequately incorporate humanitarian perspectives

- Semi-annual inter-agency humanitarian/disaster preparedness meetings to enhance coordination mechanisms among actors in cooperation with United Nations specialized agencies, donors and the Management Steering Group of International Non-governmental Organizations to discuss the various issues related to early warning preparedness mechanisms related to health, water and sanitation, food security and nutrition
- Provision of advice on integrating gender in the electoral process through 24 meetings with stakeholders
- Provision of technical advice on gender analysis and auditing through 12 meetings with the Ministry of Gender, 6 meetings with the Liberian Institute for Public Administration and 6 meetings with the Angie Brooks International Centre
- Provision of technical advice on the training programmes on gender analysis and mainstreaming through 6 meetings with the Liberian Institute for Public Administration and 6 meetings with the Angie Brooks International Centre

Expected accomplishments	*Indicators of achievement*
2.3 Progress in the rehabilitation and reintegration of war-affected populations in host communities	2.3.1 Increase in the number of war-affected young people participating in community-based recovery programmes (2007/08: 0; 2008/09: 725; 2009/10: 1,100; 2010/11: 1,500)

Outputs

- Monitoring, through biannual assessments, field visits, bimonthly meetings and information exchanges with local authorities, of remaining high-risk groups posing a threat to the consolidation of the peace process
- Conduct of biannual joint monitoring visits with military Joint Mission Analysis Cell, UNDP and UNOCI to address issues related to cross-border reintegration
- Provide advice to Government authorities in monitoring and designing policies through bimonthly meetings and mobilize resources to address assessed residual reintegration challenges. In this regard, support and advocate for the creation of short-term and sustainable employment in communities to anchor the reintegration of war-affected populations and accelerate local recovery, and assist in the transition to the developmental phase through monthly meetings with the Government of Liberia, the United Nations country team and international partners
- 10 quick-impact projects to support peace consolidation

External factors

Donors will provide funding to support initiatives for peace consolidation

Table 3
Human resources: component 2, peace consolidation

Civilian staff	*International staff*								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator									
Approved posts 2009/10	1	—	3	2	3	**9**	2	2	**13**
Proposed posts 2010/11	1	—	3	2	3	**9**	2	2	**13**
Net change	—	—	—	—	—	—	—	—	—
Political Planning and Policy Section									
Approved posts 2009/10	—	1	9	4	3	**17**	1	4	**22**
Proposed posts 2010/11	—	1	9	4	3	**17**	1	4	**22**
Net change	—	—	—	—	—	—	—	—	—
Recovery, Rehabilitation and Reintegration Section									
Approved posts 2009/10	—	—	5	2	2	**9**	7	1	**17**
Proposed posts 2010/11	—	—	5	2	2	**9**	7	1	**17**
Net change	—	—	—	—	—	—	—	—	—
Civil Affairs Section									
Approved posts 2009/10	—	1	19	16	6	**42**	31	20	**93**
Proposed posts 2010/11	—	1	19	16	6	**42**	31	20	**93**
Net change	—	—	—	—	—	—	—	—	—
Gender Adviser Unit									
Approved posts 2009/10	—	—	1	1	—	**2**	5	2	**9**
Proposed posts 2010/11	—	—	1	1	—	**2**	5	2	**9**
Net change	—	—	—	—	—	—	—	—	—
HIV/AIDS Adviser Unit									
Approved posts 2009/10	—	—	1	—	—	**1**	4	2	**7**
Proposed posts 2010/11	—	—	1	—	—	**1**	4	2	**7**
Net change	—	—	—	—	—	—	—	—	—
Total									
Approved posts 2009/10	1	2	38	25	14	**80**	50	31	**161**
Proposed posts 2010/11	1	2	38	25	14	**80**	50	31	**161**
Net change	—	—	—	—	—	—	—	—	—

[a] Includes National Officers and national General Service staff.

Component 3: rule of law

45. As detailed in the frameworks below, the rule of law framework component will continue to focus on strengthening the capacities of rule of law institutions and mechanisms, supporting efforts in improving delivery and access to justice and mentoring key actors of the justice sector. The rule of law pillar will continue to extend technical and training support to the legislature for the enhancement of their law-making capacity and the provision of policy options for the harmonization of statutory and traditional justice systems. Strengthening the capacities of rule of law institutions and mechanisms and improving delivery and access to justice will also continue to be priorities.

46. Support for the Government will continue during the period in the development of its prison system, including the provision of assistance through the Peacebuilding Fund and other sources for the training of correctional personnel and human resources and infrastructure development. The in-service training programme will be expanded to assist in further operationalizing functional facilities.

47. The Mission will focus in particular on reporting on and monitoring the state of human rights compliance by supporting the establishment and working of the Independent National Commission on Human Rights, which is mandated to investigate complaints, recommend and report on preventive and remedial action against human rights violations and follow up on the implementation of the Truth and Reconciliation Commission's recommendations, and on strengthening national capacity with regard to human rights issues at all levels, including in the implementation of the National Human Rights Action Plan by the Government in collaboration with civil society. During the 2010/11 period, the Mission will ensure that issues related to child protection are increasingly mainstreamed throughout its programmes and proactively engage in and foster a culture of best practices in all areas relating to the rule of law. The component incorporates the activities of the Legal and Judicial System Support Division, the Human Rights and Protection Section and the Corrections and Prison Advisory Service.

Expected accomplishments	*Indicators of achievement*
3.1 Progress towards protection of human rights, fundamental freedoms and national reconciliation in Liberia	3.1.1 Independent National Commission on Human Rights adopts measures to ensure accessibility to its complaints and reporting mechanisms by the general public and civil society organizations throughout Liberia (2010/11: 5 measures adopted)
	3.1.2 Independent National Commission on Human Rights achieves full compliance with the Paris Principles (2010/11: 100 per cent compliance)
	3.1.3 Independent National Commission on Human Rights continues to follow up on the implementation of Truth and Reconciliation Commission recommendations

3.1.4 Implementation of National Human Rights Action Plan by the Government in collaboration with civil society and regular review of progress as specified in the Action Plan and recommendations of the Human Rights Council on the universal periodic review by governmental and civil society organizations (2010/11: 21 governmental and 21 civil society organizations review progress)

3.1.5 Increased adoption and institutionalization of a human-rights-based approach to the development of policies, plans and laws (2010/11: 84 policies, plans or laws designed using a human-rights-based approach)

3.1.6 Implementation of Government plans, policies and laws that are human-rights compliant (2010/11: implementation of 42 policies, plans or laws that are human-rights compliant)

3.1.7 Civil society organizations monitor the human rights situation across Liberia and issue reports to the general public with recommendations (2010/11: 4 civil society organization reports on the human rights situation issued)

Outputs

- Provision of advice and technical assistance through coaching, 4 capacity development training sessions and regular monthly meetings with Commissioners and staff of the Commission on the implementation of the mandate of the Independent National Commission on Human Rights
- Monitoring and reporting leading to provision of advice, through quarterly meetings with the Government, the Independent National Commission on Human Rights, civil society organizations and human rights clubs in schools on the implementation of the recommendations made by the Truth and Reconciliation Commission in its final report
- A total of 60 community outreach sessions (4 per county) and the organization and airing of monthly public awareness radio shows in all 15 counties on human rights issues, including the mandate and functions of the Independent National Commission on Human Rights
- Publication and dissemination of 3 human rights reports with recommendations
- Development of 3 advocacy strategies to ensure follow-up with relevant authorities, including the Government of Liberia, civil society and the Independent National Commission on Human Rights, on the implementation of the recommendations contained in the 3 published human rights reports
- Provision of advice and technical assistance through quarterly meetings with relevant ministries of the Government and civil society groups on implementing and reporting on the National Human Rights Action Plan and follow-up on recommendations of the universal periodic review
- Provision of technical advice to central and local government officers on the adoption and monitoring of a human-rights-based approach to policy and county development agendas

- Organization of 3 training programmes for members of the legislature on the integration of ratified international human rights instruments into domestic legislation and its implementation
- Provision of advice and technical assistance through quarterly meetings with the Ministry of Justice and the Office of the Chief Justice on enhancing adherence to the rule of law and ensuring the application of international human rights law
- Provision of technical advice through monitoring and impact assessment of training provided by human rights trainers of the Liberian National Police, the Bureau of Immigration and Naturalization and the Armed Forces of Liberia (20 police and 10 military officers)
- Organization of 2 two-day workshops and follow-up monthly meetings on issues related to juvenile justice, including rebuilding the juvenile justice system in Liberia, with the Ministry of Justice, the Office of the Chief Justice and the United Nations Children's Fund (UNICEF) on addressing concerns relating to orphanages and adoptions with representatives of the Task Force on Orphanages and the Union of Liberian Orphanages
- Building and enhancing the capacity of a monitoring, protection and advocacy network with civil society groups, traditional authorities, human rights clubs and local communities in order to establish sustainable human rights promotion and protection activities nationwide
- Organization of 30 training sessions (2 in each county) and quarterly meetings with civil society groups on issues related to human rights

Expected accomplishments	*Indicators of achievement*
3.2 Strengthening of the legal, judicial and correctional systems in Liberia	3.2.1 The Law Reform Commission reviews major statutes that are inconsistent with the Constitution and international norms and makes related recommendations (2009/10: 0; 2010/11: 5 major statutes reviewed)
	3.2.2 Policy and strategy for non-lawyers in the justice system finalized; initial batch of non-lawyers trained (2010/11: 30)
	3.2.3 Increase in number of public defence counsel assigned to public defence offices (2007/08: 7; 2008/09: 11; 2009/2010: 15; 2010/11: 27)
	3.2.4 Paralegal services established in accordance with the policy and strategy developed for non-lawyers and legal aid/legal assistance available in the counties (2010/11: 10 counties)
	3.2.5 Finalization of policy options for harmonizing statutory and traditional justice systems by the task force on non-lawyers and presentation to the Government of Liberia for legislative review and enactment of legislation
	3.2.6 Increase in the number of cases determined by the circuit courts (2006/07: 167; 2007/08: 270; 2008/09: 109 2009/10: 200; 2010/11: 303)
	3.2.7 Gender audit report shared with the Government

3.2.8 Development of 4 national policies (1 each) on contingency planning, disciplinary procedures for staff, disciplinary procedures for prisoners and intake procedures

3.2.9 Acceptance by the Bureau of Corrections of a standardized staffing level based on good practice in other African countries, which ranges from 1 staff per 2 prisoners to 1 staff per 8 prisoners

3.2.10 In-service training conducted by 12 national corrections officers by June 2011

3.2.11 Improved accountability framework for the Bureau of Corrections through the implementation of 2 reporting forms, 1 for the feeding of prisoners and 1 for financial accounting

3.2.12 Enhanced farming projects (increase of 1 acre at 2 facilities) (2010/11: 3)

Outputs

- Provision of technical assistance by means of co-location and written advice and through monthly meetings with the Law Reform Commission and the legislature on legislative review, legal research, legislative drafting and law reform, including the review of the Hinterland Regulations
- Provision of technical assistance by means of co-location and written advice and through monthly meetings with the legislature on the preparation of the legislation, legal research and legislative drafting
- Provision of technical assistance by means of co-location and written advice and through weekly meetings with the Ministry of Justice on prosecutions, juvenile and child justice, sexual and gender-based violence, case review, record keeping and case management, codification, litigation, legal advisory services, contracts and agreement, and immigration
- Provision of technical assistance by means of co-location and written advice and through weekly meetings with the judiciary on court administration, case management, record keeping, ethics and discipline, advocacy, training and judicial reform, including the reform of procedures to expedite the trial process
- Provision of technical assistance and advice on access to justice to the general public through weekly radio programmes and quarterly meetings with the Ministry of Justice and civil society
- Provision of advice, in writing and through bimonthly meetings of the governance and rule of law pillar (and monthly meetings with Government institutions and ministries that fall under the pillar), monthly meetings with the Governance Commission, weekly meetings with the Ministry of Justice and the judiciary and monthly meetings with the Louis Arthur Grimes School of Law and the Liberian National Bar Association, on the coordination and development of justice sector reforms, including the development of paralegal programme collaboration
- Provision of legal and technical assistance for the design and implementation of training programmes for judicial officers at the Judicial Training Institute and the Ministry of Justice in training and conducting bimonthly workshops to build the capacity of judges, magistrates, sheriffs, bailiffs and clerks of courts, public defenders, prosecutors, and instructors at the Liberian National Police Training Academy

- Training of 50 non-lawyer magistrates, 20 city solicitors, 60 paralegals, 45 traditional and community leaders and 50 justices of the peace
- Collaboration with the United States Institute of Peace, George Washington University and the Carter Center in research on informal justice mechanisms, including traditional justice practices and alternative dispute resolution
- Collaboration with the United States Institute of Peace and the Carter Center on the conduct of 12 legal experts working group round-table discussion sessions to develop options for the harmonization of the statutory and traditional justice systems
- Monitoring of legal and judicial institutions, through daily and weekly visits to rule of law institutions, conducting analyses of the justice system, identifying legal and judicial issues for redress and preparing regular reports to be shared with the Government on a daily, weekly and monthly basis
- Conduct of a gender audit of the legal, judicial and corrections sector
- Provision of technical advice through quarterly meetings and co-location for the development of national policies and procedures for the management of the Bureau of Corrections and Rehabilitation and prison security
- Conduct of train-the-trainers and advanced train-the-trainers courses for corrections officers on issues relating to training skills and corrections. Subjects covered in the train-the-trainers course include a systematic approach to training, active learning techniques, lesson planning and presentation. Those covered in the advanced train-the-trainers programme include group dynamics in training, problem-solving training methods and observation skills
- Training of 50 newly recruited correctional officers, with the assistance of national trainers funded through the Peacebuilding Fund
- In-service training programme in corrections facilities led by national trainers assigned at 3 corrections facilities through technical advice, assistance in developing lesson plans, assistance in sharing information and the provision of additional coaching to individual staff where necessary
- Provision of technical advice to the Government through co-location of mentors in corrections facilities in 12 counties to develop the operation of facilities, to mentor managers and to provide on-the-job training to officers on prison management, administration, security and best prison practices
- Provision of technical advice to the Bureau of Corrections and Rehabilitation in the development of corrections facilities with regard to structural designs and staffing needs
- Provision of technical advice through co-location of mentors with expertise in agriculture to implement agricultural rehabilitation programmes in the corrections facilities
- 30 quick-impact projects to strengthen the rule of law

External factors

The Independent National Commission on Human Rights afforded sufficient resources to implement its mandate. Government and civil society continue to participate fully in the Steering Committee on the National Human Rights Action Plan. Donors will provide funds to support initiatives to strengthen the rule of law sector. There will be collaboration and support from the Liberian National Police, the judiciary and other stakeholders in the criminal justice sector to ensure the smooth operation of the corrections sector, as well as political will on the part of the Government to develop the corrections sector and an improved fiscal situation to allow for increased budgetary support for the sector

Table 4
Human resources: component 3, rule of law

Civilian staff	*International staff*						*National staff*[1]	*United Nations Volunteers*	*Total*
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*			
Office of the Deputy Special Representative of the Secretary-General (Operations and Rule of Law)									
Approved posts 2009/10	1	—	3	—	2	**6**	1	1	**8**
Proposed posts 2010/11	1	—	3	—	2	**6**	1	1	**8**
Net change	—	—	—	—	—	—	—	—	—
Corrections and Prison Advisory Service									
Approved posts 2009/10	—	—	4	—	2	**6**	3	4	**13**
Proposed posts 2010/11	—	—	4	—	2	**6**	3	4	**13**
Net change	—	—	—	—	—	—	—	—	—
Legal and Judicial System Support Division									
Approved posts 2009/10	—	1	6	5	1	**13**	25	6	**44**
Proposed posts 2010/11	—	1	6	5	1	**13**	25	6	**44**
Net change	—	—	—	—	—	—	—	—	—
Human Rights and Protection Section									
Approved posts 2009/10	—	1	7	14	3	**25**	14	6	**45**
Proposed posts 2010/11	—	1	6	13	2	**22**	17	6	**45**
Net change	—	—	(1)	(1)	(1)	(3)	3	—	—
Total									
Approved posts 2009/10	1	2	20	19	8	**80**	43	17	**110**
Proposed posts 2010/11	1	2	19	18	7	**47**	46	17	**110**
Net change	—	—	(1)	(1)	(1)	(3)	3	—	—

[1] Includes National Officers and national General Service staff.

Human Rights and Protection Section

International staff: decrease of 3 posts

National staff: net increase of 3 posts

48. With a view to ensuring continued balanced representation of both national and international staff within the Human Rights and Protection Section to enable the Section to address a range of human rights concerns across the Mission, the conversion of three international staff posts (1 P-4, 1 P-2 and 1 Field Service) to National Officer posts and the reclassification of three national General Service staff posts to National Officer posts is proposed.

Component 4: support

49. The Mission has agreed to participate in a pilot project aimed at improving the presentation of the results-based-budgeting frameworks for the support component. Accordingly, the framework below reflects only the indicators of achievement and relevant outputs related to service improvements. The standard support outputs and Mission-specific non-standard or specialized outputs are reflected in annex II to the present report.

Expected accomplishment	*Indicators of achievement*
4.1 Effective and efficient logistical, administrative and security support to the Mission	4.1.1 Disposal of written-off equipment within 60 days of approval for destruction as scrap and 120 days for commercial sale
	4.1.2 Publication of e-passenger manifest by 1500 hours daily instead of 1630 hours
	4.1.3 Movement/transportation of goods by road, sea and air within 7, 15 and 5 working days, respectively, from the approval date of e-cargo movement request
	4.1.4 Zero incidents of fuel shortage for running generators, vehicles, vessel and aircraft
	4.1.5 Reduction in the number of major car accidents (accidents with a repair cost of more than $500) (2007/08: 66; 2008/09: 51; 2009/10: 55; 2010/11: 50)
	4.1.6 Increase in the vehicle availability rate (2007/08: 70 per cent; 2008/09: 85 per cent; 2009/10: 85 per cent; 2010/11: 88 per cent)
	4.1.7 Increase in the percentage of calls to the Communications and Information Technology Section Service Desk resolved within one hour from receipt of the call (2007/08: 63 per cent; 2008/09: 85 per cent; 2009/10: 90 per cent; 2010/11: 80 per cent)
	4.1.8 Increase in wireless system coverage (2009/10: 60 per cent; 2010/11: 80 per cent of all main UNMIL facilities and residences are covered with wireless system)
	4.1.9 100 per cent of Mission staff have a virtual private network solution on their laptop computers
	4.1.10 Increased awareness and attention to the environment by implementing 3 environmental regulations (environmental policy, standard operating procedures and risk disaster preparedness plan) in the Mission
	4.1.11 Public information campaigns in 15 counties on the drawdown and realignment of UNMIL forces

4.1.12 100 per cent minimum operating security standards compliance for all United Nations premises and facilities in all 15 counties of Liberia

4.1.13 100 per cent minimum operating residential security standards compliance for living accommodation of 1,548 international personnel, comprising 543 international staff, 237 United Nations Volunteers, 133 military observers, 105 staff officers, 498 United Nations police officers and 32 corrections officers

4.1.14 30 per cent reduction in the average number of occupational injuries per month requiring medical treatment (2006/07: not available; 2007/08: 14; 2008/09: 7; 2010/11: 5)

4.1.15 30 per cent reduction in allegations of sexual exploitation and abuse (2008/09: 55 per cent; 2010/11: 30 per cent)

4.1.16 60 per cent of purchase orders for funded requisitions in the acquisition plan raised by end of second quarter of the financial year (2009/10: 38 per cent; 2010/11: 60 per cent)

4.1.17 65 per cent of engineering materials, including sand, laterite and timber, required in the sectors delivered by local (within-the-sector) vendors (2009/10: 52 per cent; 2010/11: 65 per cent)

4.1.18 Improved quality of health care in remote areas monitored by increased client satisfaction as measured by follow-up evaluation forms with more than 60 per cent giving an "excellent" rating and 35 per cent a "very good" rating

4.1.19 Reduction in the number of medical evaluations by 50 per cent within the Mission

4.1.20 Improved gender distribution at all grade levels (2009/10: 34 per cent; 2010/11: 36 per cent)

4.1.21 Increased percentage of female participants in Integrated Mission Training Centre national staff capacity-building projects (2009/10: 33 per cent; 2010/11: 35 per cent)

4.1.22 10 national staff successfully complete a mentoring programme in preparation for higher responsibilities as sections downsize international posts

Outputs

- Establishment of robust and routine property sales regime and effective local property survey board review meetings at least once a month
- Mission-wide implementation of e-passenger manifest system allowing faster production of the final manifest for publication to the mission and better tracking of authorization rolls of staff
- Mission-wide implementation of an e-cargo movement request system for the transportation of goods by road, sea and air allowing for tracking of cargo movements, resulting in more efficient and timely delivery and overall improvement of authorization and control of transport of goods
- Provision of various forms of fuel at 25 locations within UNMIL premises and maintenance of a strategic stock 600,000 litres of Jet A-1 aviation fuel and 2.7 million litres of diesel fuel for contingency purposes
- Enhancement of the safe driving training and testing programme for all types of light and heavy vehicles (including material-handling equipment) to improve skills across the Mission, thereby enhancing the safety and security of staff and assets
- Mission-wide implementation of a vehicle maintenance booking system to minimize downtime for routine vehicle maintenance and reduce workshop backlog without compromising the roadworthiness of the vehicle
- Consolidation of help desk functions and integration with network operations centre, switchboard operator and call centre to provide a "one-stop shop" for all customer service support related to communications and information technology
- Implementation of extended wireless system to cover all main UNMIL facilities (conference rooms) and areas where 20 or more UNMIL users are present, including residences. The expanded coverage will allow Mission staff to access the network from almost anywhere at any time, in particular during emergencies such as civil unrest and pandemics
- Deployment of a virtual private network solution to allow Mission staff to connect to the UNMIL network via the Internet from any location while on the move, thereby improving productivity and efficiency for all users while on duty travel in and out of the Mission area. The solution would also enhance the security of staff during a pandemic crisis, allowing staff to conduct business from their residences
- Monitoring of facilities, operations and disposal activities for compliance with the Department of Peacekeeping Operations environmental policy and guidelines for United Nations field missions, and corrective action taken to maximize environmentally sustainable operations. Monitoring will be through field visits to inspect UNMIL facilities. 20 field visits will be conducted every 3 months, with at least 40 facilities inspected (80 field visits and 160 facilities a year)
- Planning and implementation of a public information campaign in support of a stable security environment and to publicize and promote the adjustments to UNMIL forces, including through 6 daily news bulletins on UNMIL Radio, 5 weekly Coffee Break programmes, radio public service announcements, weekly press conferences, press releases, media tours to military night-time patrols and other military public outreach activities, a photographic display, coverage and dissemination of video news items and features for broadcast on Liberian television stations, performances by 14 groups of traditional performers to distribution of 200,000 flyers and 10,000 T-shirts in all 15 counties
- Daily security situation reports, weekly assessment reports and quarterly reports on the security situation Mission-wide
- Review and update of security evacuation plans

- Provision of security services at 181 guard posts, 24 hours a day, 7 days a week, at all UNMIL facilities in 15 counties of Liberia
- Completion of minimum operating residential security standards surveys for all international staff — civilians, United Nations police, military observers and staff officers
- Monthly workplace inspections in high-risk work areas (construction sites, workshops, warehouses) to assess the effectiveness of the Mission's occupational health and safety programmes
- Biweekly occupational health and safety broadcast/campaigns for staff and contractors
- Occupational health and safety training offered to staff and contractors
- Intensified induction training programmes (increase in the number of participants from the current 1,685 to 2,000). Refresher training courses on the prevention of sexual exploitation and abuse increased from 5,662 to the maximum strength of Mission personnel. Increase in the number of training sessions for sexual exploitation and abuse focal points from 4 to 5
- Sexual exploitation and visits will continue to be carried out in all sectors/regions covering deployment locations as part of the preventive measures
- Expedited delivery of goods and services through the monitoring of vendor delivery, with vendors contacted on a weekly basis by reason of e-mail and telephone calls
- Compilation of a comprehensive list of suitable vendors within all sectors of the Mission for the solicitation of low-value engineering materials
- Introduction of a short form request for quotation for use in the procurement of low-value materials in the sectors
- Extension of medical staff coverage in the Mission area and reassignment of medical staff to the sectors following the relocation of level II hospital from Tubmanburg to Harper
- Creation of a shortlist template for programme managers to prioritize women candidates with required experience and qualifications
- Implementation of a 10-week certificate course on administration for 50 female national staff, in cooperation with a national educational institution
- Establishment of a 35 per cent quota for seats for female national staff in Integrated Mission Training Centre capacity-building courses, including International Computer Driving Licence certification
- Implementation of a mentoring programme targeting 10 national staff with a view to their taking on high-level responsibilities in their respective sections
- Implementation of a national staff capacity-building programme, with 80 staff assessed and certified in 5 vocational skills areas, 60 administrative staff certified in professional administration and 50 staff having achieved full International Computer Driving Licence certification
- Planning and implementation of occupational health and safety training for 60 personnel
- Planning and implementation of 6 training visits to 7 sectors in 15 counties through the Integrated Mission Training Centre training roadshow

- Planning and implementation of 7 career development visits to 7 sectors in 15 counties
- Planning and implementation of 7 electoral civic education visits, targeting national staff in 7 sectors in 15 counties

External factors

Compliance with Status-of-forces agreement. Vendors/contractors/suppliers will be able to deliver goods and services as contracted

Table 5
Human resources: component 4, support

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Conduct and Discipline Team									
Approved posts 2009/10	—	1	1	1	—	**3**	1	—	**4**
Proposed posts 2010/11	—	1	1	1	—	**3**	1	—	**4**
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2009/10	—	—	1	—	1	**2**	1	—	**3**
Proposed temporary positions[b] 2010/11	—	—	1	—	1	**2**	1	—	**3**
Net change	—	—	—	—	—	—	—	—	—
Subtotal									
Approved 2009/10	—	1	2	1	1	**5**	2	—	**7**
Proposed 2010/11	—	1	2	1	1	**5**	2	—	**7**
Net change	—	—	—	—	—	—	—	—	—
Mission Support Division									
Office of the Director of Mission Support									
Approved posts 2009/10	—	2	9	18	12	**41**	59	10	**110**
Proposed posts 2010/11	—	2	9	18	12	**41**	59	10	**110**
Net change	—	—	—	—	—	—	—	—	—
Administrative Services									
Approved posts 2009/10	—	1	16	13	55	**85**	115	51	**251**
Proposed posts 2010/11	—	1	16	13	54	**84**	115	51	**250**
Net change	—	—	—	—	**(1)**	**(1)**	—	—	**(1)**
Integrated Support Services									
Approved posts 2009/10	—	1	19	34	125	**179**	600	128	**907**
Proposed posts 2010/11	—	1	19	34	125	**179**	600	128	**907**
Net change	—	—	—	—	—	—	—	—	—

Civilian staff	International staff: USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Subtotal, Mission Support Division									
Approved posts 2009/10	—	4	44	65	192	**305**	774	189	**1 268**
Proposed posts 2010/11	—	4	44	65	191	**304**	774	189	**1 267**
Net change	—	—	—	—	**(1)**	**(1)**	—	—	**(1)**
Security Section									
Approved posts 2009/10	—	—	1	12	65	**78**	166	—	**244**
Proposed posts 2010/11	—	—	1	12	65	**78**	166	—	**244**
Net change	—	—	—	—	—	—	—	—	—
Total									
Approved posts 2009/10	—	5	46	78	257	**386**	941	189	**1 516**
Proposed posts 2010/11	—	5	46	78	256	**385**	941	189	**1 515**
Net change	—	—	—	—	**(1)**	**(1)**	—	—	**(1)**
Approved temporary positions[b] 2009/10	—	—	1	—	1	**2**	1	—	**3**
Proposed temporary positions[b] 2010/11	—	—	1	—	1	**2**	1	—	**3**
Net change	—	—	—	—	—	—	—	—	—
Total, civilian staff									
Approved 2009/10	—	5	47	78	258	**388**	942	189	**1 519**
Proposed 2010/11	—	5	47	78	257	**387**	942	189	**1 518**
Net change	—	—	—	—	**(1)**	**(1)**	—	—	**(1)**

[a] Includes National Officers and national General Service staff.
[b] Funded under general temporary assistance, in civilian personnel costs.

Medical Services Section

International staff: decrease of 1 post

50. Further to the adjustment and realignment of the civilian establishment of the Mission undertaken in the 2009/10 financial period, the abolishment of one Field Service post is proposed.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is 1 July 2010 to 30 June 2011.)

Category	Expenditure (2008/09)	Apportionment (2009/10)	Cost estimates (2010/11)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	9 531.0	6 968.1	6 996.7	28.6	0.4
Military contingents	242 075.8	230 908.4	189 016.3	(41 892.1)	(18.1)
United Nations police	26 515.0	24 619.0	26 295.2	1 676.2	6.8
Formed police units	15 046.2	20 005.0	19 379.8	(625.2)	(3.1)
Subtotal	**293 168.0**	**282 500.5**	**241 688.0**	**(40 812.5)**	**(14.4)**
Civilian personnel					
International staff	86 164.9	89 325.0	92 674.6	3 349.6	3.7
National staff	16 737.8	18 343.7	18 381.5	37.8	0.2
United Nations Volunteers	11 452.2	11 936.8	12 265.0	328.2	2.7
General temporary assistance	570.6	474.4	475.5	1.1	0.2
Subtotal	**114 925.5**	**120 079.9**	**123 796.6**	**3 716.7**	**3.1**
Operational costs					
Government-provided personnel	—	1 651.8	1 663.1	11.3	0.7
Civilian electoral observers	—	—	—	—	—
Consultants	961.2	997.5	1 295.0	297.5	29.8
Official travel	2 588.6	2 579.9	2 838.6	258.7	10.0
Facilities and infrastructure	58 472.0	47 830.4	48 841.1	1 010.7	2.1
Ground transportation	17 850.6	12 096.0	12 353.4	257.4	2.1
Air transportation	64 502.6	53 454.7	64 670.0	11 215.3	21.0
Naval transportation	3 031.3	2 805.6	3 115.0	309.4	11.0
Communications	14 861.1	14 687.1	14 275.0	(412.1)	(2.8)
Information technology	6 332.2	4 118.3	4 149.0	30.7	0.7
Medical	10 173.6	10 670.4	10 476.3	(194.1)	(1.8)
Special equipment	2 217.4	2 451.8	2 209.4	(242.4)	(9.9)
Other supplies, services and equipment	3 396.1	4 054.8	3 679.1	(375.7)	(9.3)
Quick-impact projects	988.7	1 000.0	1 000.0	—	—
Subtotal	**185 375.4**	**158 398.3**	**170 565.0**	**12 166.7**	**7.7**
Gross requirements	**593 468.9**	**560 978.7**	**536 049.6**	**(24 929.1)**	**(4.4)**
Staff assessment income	11 468.9	11 129.8	12 805.2	1 675.4	15.1
Net requirements	**582 000.0**	**549 848.9**	**523 244.4**	**(26 604.5)**	**(4.8)**
Voluntary contributions in kind (budgeted)[a]	52.8	52.8	52.8	—	—
Total requirements	**593 521.7**	**561 031.5**	**536 102.4**	**(24 929.1)**	**(4.4)**

[a] Cost estimates for 2010/11 are inclusive of $52,800 from the Government of Germany.

B. Non-budgeted contributions

51. The estimated value of non-budgeted contributions for the period from 1 July 2010 to 30 June 2011 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	1 901.5
Voluntary contributions in kind (non-budgeted)	—
Total	**1 901.5**

[a] Inclusive of the estimated rental value of Government-provided facilities and exemption from aviation and naval transportation fees and taxes.

C. Vacancy factors

52. The cost estimates for the period from 1 July 2010 to 30 June 2011 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2008/09*	*Budgeted 2009/10*	*Projected 2010/11*
Military and police personnel			
Military observers	(7.5)	5.0	5.0
Military contingents	7.3	2.0	2.0
United Nations police	(3.5)	5.0	5.0
Formed police units	(8.8)	—	—
Civilian personnel			
International staff	13.3	15.0	15.0
National staff			
National Officers	23.2	20.0	20.0
National General Service staff	7.1	5.0	5.0
United Nations Volunteers	11.2	5.0	5.0
Temporary positions[a]			
International staff	—	—	—
National staff	—	—	—
Government-provided personnel	—	5.0	5.0

[a] Funded under general temporary assistance.

53. The projected unchanged application of vacancy rates with respect to military, police and civilian personnel is attributable to the stabilization of Mission activities in the context of the completion of the third phase of the drawdown of its military component following the realignment of its administrative and operational structure.

D. Contingent-owned equipment: major equipment and self-sustainment

54. Requirements for the period from 1 July 2010 to 30 June 2011 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of $77,156,000 as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	33 090.0
Formed police units	4 138.9
Subtotal	**37 228.9**
Self-sustainment	
Facilities and infrastructure	19 809.0
Communications	8 337.4
Medical	9 571.3
Special equipment	2 209.4
Subtotal	**39 927.1**
Total	**77 156.0**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.8	1 November 2008	7 November 2008
Intensified operational condition factor	1.3	1 November 2008	7 November 2008
Hostile action/forced abandonment factor	0.6	1 November 2008	7 November 2008
B. Applicable to home country			
Incremental transportation factor	0.0-5.0		

E. Training

55. The estimated resource requirements for training for the period from 1 July 2010 to 30 June 2011 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	621.1
Official travel	
Official travel, training	469.1
Other supplies, services and equipment	
Training fees, supplies and services	116.6
Total	**1 206.8**

56. The number of participants planned for the period from 1 July 2010 to 30 June 2011, compared with previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2008/09	*Planned 2009/10*	*Proposed 2010/11*	*Actual 2008/09*	*Planned 2009/10*	*Proposed 2010/11*	*Actual 2008/09*	*Planned 2009/10*	*Proposed 2010/11*
Internal	716	675	515	1 399	1 216	1 045	1 284	92	5 082
External[a]	66	25	38	20	6	5	6	10	10
Total	**782**	**700**	**553**	**1 419**	**1 222**	**1 050**	**1 290**	**102**	**5 092**

[a] Includes the United Nations Logistics Base and Brindisi, Italy, and other locations outside the Mission area.

57. The training programme developed for the Mission for the 2010/11 period is aimed at enhancing the leadership, management and organizational developmental skills of Mission personnel through 124 courses, with a total of 6,695 participants. The primary focus of the Mission training programme is to strengthen the substantive and technical capacity of Mission staff in the fields of aviation and air safety, communications, information technology, human resources, human rights, legal sector reform, medical, alternative dispute resolution, security management, supply, management, public information, planning, supply, standards of conduct and discipline, finance, movement control and ground transportation.

F. Quick-impact projects

58. The estimated resource requirements for quick-impact projects for the period from 1 July 2010 to 30 June 2011, compared with previous periods, are as follows:

Period	*Amount (Thousands of United States dollars)*	*Number of projects*
1 July 2008 to 30 June 2009 (actual)	988.7	41
1 July 2009 to 30 June 2010 (approved)	1 000.0	40
1 July 2010 to 30 June 2011 (proposed)	1 000.0	40

59. The strategic utilization of funds for quick-impact projects has allowed the Mission to undertake project activities to fill gaps in vital areas, such as the provision of basic social services and community structures. Over the past couple of years, in an effort to enable the State to extend its authority and in line with the overall mandate of the Mission and in support of the Government's efforts, the Mission has focused its project activities on rule of law infrastructure in rural areas. Several magistrate courts, police stations, immigration offices, border posts and correctional facilities benefited from quick-impact projects. Notwithstanding those efforts, the situation in Liberia remains fragile, and the Mission intends to continue to implement quick-impact projects to fill in gaps that still exist in strategic areas in close coordination with Government institutions and the United Nations country team.

III. Analysis of variances*

60. The standard terminology applied with respect to the analysis of resources variances in this section are defined in annex I B of the present report. The terminology used remains the same as in previous reports.

	Variance	
Military contingents	($41 892.1)	(18.1%)

- **Mandate: drawdown of military component of the Mission**

61. The main factor contributing to the variance of $41,892,100 under this heading is attributable to the reduction in the authorized level of deployment of the military component of the Mission from 10,232 contingent personnel with respect to the 2009/10 financial period to 8,069 personnel for the 2010/11 period. A 2 per cent vacancy rate has been applied in the computation of contingent personnel costs.

	Variance	
United Nations police	$1 676.2	6.8%

- **Management: increased inputs and outputs**

62. The main factor contributing to the variance of $1,676,200 under this heading is the higher average level of deployment of United Nations police officers from an average of 470 officers for the 2009/10 financial period to the full deployment of the authorized strength of 498 police officers for the 2010/11 period. A 5 per cent vacancy rate has been applied in the computation of United Nations police costs.

	Variance	
Formed police units	($625.2)	(3.1%)

- **Management: reduced inputs and increased outputs**

63. The main factor contributing to the variance of $625,200 under this heading is the reduction in the cost of rotation travel owing to the utilization of the Mission's assets in the rotation of personnel combined with the reduction in the provision for death and disability compensation based on the experience of the Mission.

	Variance	
International staff	$3 349.6	3.7%

- **Cost parameters: new methodology in the computation of international staff costs in accordance with General Assembly resolution 63/250**

64. The main factor contributing to the variance of $3,349,600 under this heading is attributable to the establishment of a new methodology with respect to the computation of international staff costs in accordance with General Assembly resolution 63/250. The estimated requirements with respect to net salaries and staff

* Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent, or $100,000.

assessment are based on step 4 of the salary scale for Monrovia effective January 2010, taking into account the actual ratio of staff at the single and dependent rates as at December 2008, while the January 2010 post adjustment multiplier has been applied to net salaries. Common staff costs have been estimated at 71 per cent of net salaries (including post adjustment) for international staff. A 15 per cent vacancy rate has been applied in the computation of international staff costs.

	Variance	
United Nations Volunteers	$328.2	2.7%

- **Cost parameters: increased rates of remuneration**

65. The main factor contributing to the variance of $328,200 under this heading is attributable to increased costs for United Nations Volunteers with respect to Volunteer living allowance and hazard pay, as well as increased costs in connection with repatriation and settling-in grant with respect to 55 Volunteers to whom the 6-8 year rule applies under the conditions of service. A 5 per cent vacancy rate factor has been applied in the computation of Volunteer costs.

	Variance	
Consultants	$297.5	29.8%

- **Management: increased inputs and outputs**

66. The main factor contributing to the variance of $297,500 under this heading is attributable to increased consultancy services with respect to support for the preparations for presidential and legislative elections, as well as with respect to legal consultants for the national legal consultants programme in providing assistance to prosecutors and public defence counsel and the provision of assistance to the Law Reform Commission.

	Variance	
Official travel	$258.7	10.0%

- **Management: increased inputs and outputs**

67. The main factor contributing to the variance of $258,700 under this heading is attributable to a higher number of external training courses and workshops with respect to international staff.

	Variance	
Facilities and infrastructure	$1 010.7	2.1%

- **Management: increased inputs and outputs**

68. The main factor contributing to the variance of $1,010,700 under this heading is attributable to increased requirements with respect to petrol, oil and lubricants; maintenance services with respect to increased costs for generator maintenance and cleaning services; security services owing to higher requirements for the reimbursement of military observers, force headquarters staff officers, United Nations police and Government-provided personnel in respect of residential security

measures, including higher rates of reimbursement for fuel owing to higher fuel prices; and rental of premises owing to the refurbishment of premises/buildings to be returned to the Government of Liberia.

69. The overall increase in the estimated resource requirements for the financial period was offset in part by reduced requirements with respect to the cost of reimbursement of troop- and formed-police-unit-contributing Governments with respect to contingent-owned self-sustainment equipment as well as with respect to field defence supplies owing to the reduction in the level of deployment of military component of the Mission from 10,232 contingent personnel for the 2009/10 financial period to 8,069 personnel for the 2010/11 period; construction services owing to the completion of special recovery, rehabilitation and reintegration projects; maintenance supplies owing to reduced requirements for road maintenance and construction materials, since fewer road maintenance projects will be undertaken in the 2010/11 period; alteration and renovation services, owing to reduced alterations in the context of the reduction in the military component of the Mission; and reduced requirements with respect to the acquisition of water purification equipment owing to planned acquisition and stock availability by the end of the 2009/10 financial period.

	Variance	
Ground transportation	$257.4	2.1%

- **Management: increased inputs and outputs**

70. The main factor contributing to the variance of $257,400 under this heading is attributable to increased requirements with respect to petrol, oil and lubricants, offset in part by reduced requirements with respect to liability insurance owing to the reduced vehicle fleet establishment of the Mission, combined with the reduction in the monthly premium for local insurance coverage.

	Variance	
Air transportation	$11 215.3	21.0%

- **Cost parameters: increased cost base on new contractual agreement**

71. The main factor contributing to the variance of $11,215,300 under this heading is attributable to the increased guaranteed fleet costs, as well as the cost of flight hours with respect to the rental and operation of the Mission's fleet of three fixed-wing and 16 rotary-winged aircraft, combined with increased requirements for aviation fuel.

	Variance	
Naval transportation	$309.4	11.0%

- **Cost parameters: increased cost base on current contractual agreement**

72. The main factor contributing to the variance of $309,400 under this heading is attributable to the increase in the daily rate of rental cost of the vessel.

	Variance	
Communications	($412.1)	(2.8%)

- **Mandate: drawdown of military component of the Mission**

73. The main factor contributing to the variance of $412,100 under this heading is attributable to the reduction in requirements for the costs of reimbursement of troop-contributing Governments for contingent-owned self-sustainment equipment owing to the reduction in the level of deployment of the military component of the Mission, offset in part by increased requirements with respect to commercial communications owing to greater demand for bandwidth in order to establish more reliable connectivity to the Internet in view of the anticipated deployment of new applications, such as enterprise resource management and enterprise content management.

	Variance	
Medical	($194.1)	(1.8%)

- **Mandate: drawdown of military component of the Mission**

74. The main factor contributing to the variance of $194,100 under this heading is attributable to the reduction in requirements for the costs of reimbursement of troop-contributing Governments for contingent-owned self-sustainment equipment owing to the reduction in the level of deployment of the military component of the Mission.

	Variance	
Special equipment	($242.4)	(9.9%)

- **Mandate: drawdown of military component of the Mission**

75. The main factor contributing to the variance of $242,400 under this heading is attributable to the reduction in requirements for the costs of reimbursement of troop-contributing Governments for contingent-owned self-sustainment equipment owing to the reduction in the level of deployment of the military component of the Mission.

	Variance	
Other supplies, services and equipment	($375.7)	(9.3%)

- **Management: reduced input and outputs**

76. The main factor contributing to the variance of $375,700 under this heading is attributable to reduced requirements with respect to bank charges for cash importation and encashment fees owing to the reduction the importation of mint notes; uniforms, flags and decals owing to a 25 per cent reduction in the cost of accoutrements, combined with the reduction in the deployment of contingent personnel; other freight and related costs owing to lower cost with respect to inter-mission shipments based on the experience of the Mission; and the acquisition of other equipment owing to a decrease in demand for recreational equipment provision, for which provision was made in the 2009/10 period.

IV. Actions to be taken by the General Assembly

77. **The actions to be taken by the General Assembly in connection with the financing of the Mission are:**

(a) **Appropriation of the amount of $536,049,600 for the maintenance of the Mission for the 12-month period from 1 July 2010 to 30 June 2011;**

(b) **Assessment of the amount of $134,012,400 for the period from 1 July to 30 September 2010;**

(c) **Assessment of the amount of $402,037,200 for the period from 1 October 2010 to 30 June 2011 at a monthly rate of $44,670,800, should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolution 61/276 and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly, and of the United Nations Board of Auditors and the Office of Internal Oversight Services

A. General Assembly

(Resolution 61/276)

Decision/request	*Action taken to implement decision/request*
Section II: budgeting and budget presentation	
When submitting future budget proposals and performance reports, include information on the most significant management decisions relating to the Mission's budget and its implementation, including those related to operational costs (para. 2).	Resource planning assumptions on significant management decisions relating to budget, including those related to operational costs, have been included in the budget proposal for the 2010/11 financial period.
Budget submissions should reflect management improvements and efficiency gains to be achieved and present future strategies in that regard (para. 4).	Management improvements and anticipated efficiency gains have been identified and incorporated in the budget proposals until 2009/10 fiscal year. Service improvements are identified and incorporated in the 2010/11 budget proposal in the new pilot project format of improved logical framework for the support component. The Mission, however, found it unrealistic to identify efficiency gains in 2010/11.

Take further steps towards improving budget assumptions and forecasts and to report thereon to the General Assembly at the second part of its resumed sixty-second session (para. 5).	Budget assumptions and forecasts have been based on the drawdown plan as enumerated in the nineteenth report of the Secretary-General to the Security Council of 10 August 2009 (S/2009/411) as well as his special report of 10 June 2009 (S/2009/299) and as endorsed by the Council in its resolution 1885 (2009).
Improve control over obligations due to the significant increase in the cancellation of prior-period obligations (para. 6).	In compliance with financial rule 105.8, the Finance Section has introduced a monthly and a more detailed quarterly systematic review of all outstanding obligations (current and prior-period) through meetings with the responsible certifying officers, cost centre managers and budget officers to ensure that all obligations are cleared on a timely basis.
Section III: results-based budgeting	
Integrate operational, logistical and financial aspects fully in the planning phase of peacekeeping operations by linking results-based budgeting to the mandate implementation plans of peacekeeping operations (para. 2).	The Mission, in the preparation of budgetary proposals for the 2010/11 financial period, continues to take fully into consideration at the planning stage operational, logistical and financial aspects, linking operations to the mandate implementation through results-based budgeting.
Section VII: staffing, recruitment and vacancy rates	
Make greater use of national staff, as appropriate, commensurate with the requirements of the Mission and its mandate (para. 3).	The Human Resources Management Section, together with the Integrated Mission Training Centre, initiated a new capacity-building project for national staff under the United Nations Volunteers experts' programme. The programme is designed so that United Nations Volunteers can serve as mentors to support and provide training and development opportunities in their respective areas of specialization to nominated national staff with a view to preparing such staff for opportunities for selection for higher level responsibilities and functions, as well as international posts, within the Mission and in other missions, as the need arises. In the context of the 2010/11 budget, the conversion of three international posts (1 P-4, 1 P-2 and 1 Field Service) to National Officer posts has been proposed.
Ensure that vacant posts are filled expeditiously (para. 4).	The Human Resources Management Section has created a recruitment team to permit a speedy response to upcoming vacancies. However, the process of the new talent management system, which is related to the causes of the delays in recruitment, is not within the control of UNMIL but under the authority of the Field Personnel Division of the Department of Field Support.

Review the staffing structure of missions on an ongoing basis, bearing in mind, in particular, the mission's mandate and concept of operations, and to reflect this in budget proposals, including full justification of any additional posts proposed (para. 5).	A full consultation/assessment is made with all sections at the beginning of each new budget preparation activity to determine needs and policy recommendations for UNMIL staffing.
Section IX: training	
Provide professional development opportunities for national staff and fully include them in all relevant training programmes (para. 2).	UNMIL has implemented successful national staff capacity-building programmes since 2007. Phases 1 and 2 of the national staff capacity-building project have been completed, and phase 3 is ongoing. In addition, campaigns for national staff participation in all Integrated Mission Training Centre internal and consultancy-led programmes have resulted in the achievement of the key performance indicator whereby 80 per cent of participants in UNMIL training and development activities are national staff.
Section XIII: air operations	
Improve the formulation of resource requirements for air operations in budget submissions to make them more reflective of actual operations, bearing in mind the overbudgeting of air transportation requirements in some peacekeeping operations (para. 3).	The formulation of the 2010/11 budget is based on the relevant budget instructions, the concept of operations and the data from actual performance. The calculation of the estimates is therefore taken from the air operation activities (tasks) to be carried out in support of the Mission requirements. The type of aircraft to carry out the tasks is then selected and anticipated flight schedules drafted (a comparison is made with the existing flight operations), and this allows for the anticipated hours to be flown for each type of aircraft to de determined. The costs of the aircraft are obtained from the existing contracts or, when that information is not available, from contracts relating to aircraft of a similar type used in other peacekeeping missions, factored for the current costing.
When reviewing their transportation requirements, missions must take into account means that are efficient, cost-effective and responsive to their operational needs and that ensure the safety of their personnel and take fully into account the unique mandate, complexities, specificities and operational conditions of each mission (para. 4).	The concept of operations provides the basis for the review of transportation needs, and is derived from the actual mandate, taking into account the complexities, specificities and operational conditions of the Mission. The requirements are thereafter assessed and, during evaluation, the selection of the aircraft is considered, together with how the operations will be carried out and the facilities available, including any new facilities and other resources needed. The anticipated schedule as drafted takes into account the efficient utilization and cost-effectiveness of the assets to be employed. Safety of passengers and personnel is paramount and is taken into account in all phases of air operations, starting with the planning phase.

Conduct aviation quality inspections and aviation assessments to confirm that established standards are being fully complied with (para. 6).	Adequate preventive control and air safety strategies are in place through strict implementation of comprehensive procedures established in the UNMIL aviation standards and procedures to ensure that all UNMIL aviation activities are safe, efficient and in compliance with International Civil Aviation Organization standards and recommended practices, the Liberian aeronautical information publication, the Department of Peacekeeping Operations Aviation Manual and relevant aviation standards. Operations risk management is currently integrated at all stages of air operations — planning and scheduling, daily crew briefing, en route, arrival and departure procedures — to identify hazards, assess the associated risks and identify control measures necessary to reduce the risks. One of the primary responsibilities of the Technical Compliance and Quality Assurance Unit of the Aviation Section is to maintain and implement the Department of Peacekeeping Operations Aviation Quality Assurance Programme to ensure that commercial and letter-of-assist aircraft are properly maintained in accordance with aviation regulations and that they remain airworthy for the duration of the contract or letter of assist. The Technical Compliance and Quality Assurance Unit is following a yearly quality audit plan, which includes quality inspections and assessments of all air operation activities (aircraft, flight operations, crew, maintenance, compliance with aviation standards and regulations, other aviation units and aviation-related movement-control activities, facilities and services provided to UNMIL operations, airfields, helipads, navigation aids and air traffic services).
Section XVIII: quick-impact projects	
Quick-impact projects should be implemented with minimal or no overhead charges in order to ensure that the maximum amount is spent for the direct benefit of the local population (para. 5).	To date, the Mission has been implementing projects with no overhead charges. However, a minimum 4 per cent overhead charge is recommended per project to cover administrative costs. Past experience has shown that in the absence of overhead charges, project implementation tends to suffer at times owing to the fact that some implementing partners lower the quality of or abandon projects because administrative costs are not covered.

Funding for quick-impact projects for the third year of a mission and beyond may be requested if there is a requirement for confidence-building activities, in which case a needs assessment should be conducted (para. 6).	The optimum utilization of quick-impact projects has contributed to the implementation of the Mission's mandate. A needs assessment was conducted, and it justified the request for funding for 2009/10. The Mission has recently undertaken a needs assessment for 2010/11. Gaps have been identified in the important sectors of rule of law and the extension of State authority in Liberia, particularly with respect to south-eastern Liberia, which is still isolated and remains a geographical priority.
Coordination with humanitarian and development partners should be carried out in order to avoid duplication and overlap of activities between missions and humanitarian and development partners in the field (para. 7).	The Mission works closely with the United Nations country team and other humanitarian and development partners in the identification of priority projects for quick-impact projects. A representative of the country team attends the Project Review Committee and provides information on activities being undertaken by other agencies and partners in order to avoid the duplication of efforts and with a view to the sustainability of projects. The Committee also ensures that projects are in line with the Mission's mandate and contribute to the poverty reduction strategy and the county development agenda.
Mission budgets allocated for quick-impact projects should not be used to finance humanitarian and development activities already being carried out by United Nations agencies or other international organizations (para. 8).	The Mission works closely with the United Nations country team and other humanitarian and development partners in the identification of priority projects for quick-impact project funds. A representative of the country team attends the Project Review Committee meetings and provides information on activities being undertaken by other agencies and partners in order to avoid duplication of efforts and with a view to the sustainability of projects.
Section XX: regional coordination	
Develop and implement regional coordination plans aligned to the objectives of missions, keeping in mind the specific mandate of each mission (para. 2).	Within the context of the mandate of UNMIL, regional coordination continues to ensure a consistent approach with other United Nations entities in the region (UNOCI, UNIPSIL, UNIOGBIS and the United Nations Office for West Africa) on common security concerns. Such coordination includes joint patrols with mission counterparts and military observers from UNOCI and the authorities of the Governments of Guinea and Sierra Leone. As part of the consultative processes established in the context of the Mano River Union (Liberia, Côte d'Ivoire, Guinea and Sierra Leone), the International Contact Group and the relevant United Nations country teams, regular meetings are held to jointly address regional issues relating to youth unemployment, small arms, illegal drugs, human trafficking, HIV/AIDS, poliomyelitis and other diseases, food security, the harmonization of disarmament, demobilization and reintegration programmes, border management and control, refugees, internally displaced persons and the strengthening in general of the Mano River Union partnerships.

Section XXI: partnerships, country team coordination and integrated missions

Provide, in the context of the budget submissions of complex integrated peacekeeping missions, a clear description of the role and responsibility of missions vis-à-vis integrated mission partners as well as the strategies of the missions for enhancing coordination and collaboration with United Nations country teams in order to achieve better results under relevant components (para. 2).	Coordination and collaboration between the Mission and the United Nations country team take place within the integrated mission framework and in the context of the principle of one United Nations under a single leadership. The United Nations country team has worked closely with UNMIL since its inception under the guidance of a Deputy Special Representative of the Secretary-General/ Resident Coordinator/Humanitarian Coordinator for consultation on substantive programme, operational and administrative issues. The Special Representative of the Secretary-General also chairs a fortnightly strategic planning group meeting, which brings together UNMIL section heads and United Nations country team agency heads, to establish the national planning framework. Alignment and harmonization of support have been the key drivers for improved integration to ensure efficiency and effectiveness in a post-conflict situation. The United Nations country team provides inputs to the Secretary-General's periodic progress reports on Liberia and is regularly consulted during the process of updating the Mission's mandate implementation plan. In 2009, building on the achievements of the county support teams, a revised United Nations field structure was implemented in all counties in Liberia, following a joint UNMIL/United Nations country team review process. The reform has brought the country team and UNMIL together and has enhanced the consolidated reporting requirements and common county-based planning to avoid duplication of efforts and better collective analysis. Key framework documents, such as the common country assessment and the United Nations Development Assistance Framework, were prepared with the active participation of UNMIL sections and closely joined-up United Nations support to the national poverty reduction strategy process. Another entry point for integrated planning between UNMIL and the country team has been the development and monitoring of the consolidation, drawdown and withdrawal benchmarks.

B. Advisory Committee on Administrative and Budgetary Questions

(A/63/746/Add.8)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee was informed that, as at 16 March 2009, $38,191,000 was owed for troop-cost reimbursements and $31,309,000 was owed for contingent-owned equipment as at 31 December 2008. In respect of death and disability compensation, 105 claims estimated at $3,860,600 had been received as at 23 March 2009 since the inception of the Mission; 19 claims estimated at $336,000 are outstanding. The Advisory Committee expects that the outstanding claims will be settled expeditiously (para. 11).	With regard to the 19 outstanding death and disability claims for UNMIL, the current status is as follows: 2 claims have been paid; 1 claim was rejected; 1 claim was forwarded to the Field Personnel Division, as it relates to a military observer; 1 claim is awaiting a notification of casualty confirmation from UNMIL to determine if the incident was Mission-related; and 14 claims are awaiting updated medical reports from the permanent missions of the countries concerned.
On the basis of a review of the incumbency of UNMIL as at 28 February 2009 for the period from 1 July 2008 to 30 June 2009, the Advisory Committee expects that increased efforts will be made to improve post incumbency at UNMIL (para. 12).	The Human Resources Management Section of UNMIL has created a recruitment team to facilitate a speedy response to upcoming vacancies and is making all possible efforts to expedite recruitment processes. The process of implementation of the new talent management system has further exacerbated delays in the recruitment process.
The Advisory Committee notes that in his progress report on UNMIL to the Security Council (S/2008/553), the Secretary-General recommended, inter alia, a reduction in the military component of the Mission by 1,460 troops between October 2008 and March 2009, an increase in the number of formed police units from five to seven, effective September 2008, and a deferral of the reduction of the police advisory component from September 2008 to September 2009. The Secretary-General also indicated that planning figures envisaged for the next phase would be subject to review following a technical assessment mission. The Committee was informed that the technical assessment mission planned for the period from the last week of April to beginning of May 2009 had taken place; its recommendations were being finalized and would be presented to the Secretary-General shortly. The Advisory Committee trusts that the Secretary-General will ensure that the outcome of the technical assessment mission will contribute to further enhancing the gains achieved by UNMIL so far. The Committee also stresses the importance of maintaining experienced staff during the drawdown period of the Mission and expanding the skills of all staff, including national staff (para. 17).	The drawdown plan as detailed in recommendations resulting from the technical assessment mission, as set out in the nineteenth progress report of the Secretary-General on UNMIL of 10 August 2009 (S/2009/411) as well as in his special report of 10 June 2009 (S/2009/299) and endorsed by the Security Council in its resolution 1885 (2009), will contribute to the consolidation and enhancement of the gains achieved so far. The Mission understands that its is important to maintain experienced staff during the drawdown stage and is striving to do so, although it continues to be a challenge. The Mission is conducting activities to expand the skill base, in particular the capacity, of the national staff.

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee notes, in this connection, that in the area of national staff capacity-building, 200 national staff would be assessed and certified in 20 areas of vocational skills and 90 national staff would be certified in professional administration. The Mission would also establish linkages with national employers in order to develop targeted training programmes that would help prepare national staff for employment transition. The Advisory Committee expects that this initiative will be closely monitored as the Mission draws down (para. 18).	The Human Resources Management Section and the Integrated Mission Training Centre are keeping detailed records of the progress of the national staff capacity-building programmes and are planning to extend those efforts to the sectors in 2010. The first completed programme of assessment, certification and college development resulted in 69 male and 2 female graduates in the following vocational areas: masonry, electrical work, vehicle mechanics and carpentry. In addition, the further expansion of the programme will involve the assessment and certification of clerical and administrative vocational areas in 2010. Through the Integrated Mission Training Centre, the Mission has established a career development centre, which has created links with local employers (United Nations agencies, non-governmental organizations, the private sector, and governmental institutions) and makes local vacancy announcements available to national staff each week. In addition, the career development centre supports staff in preparing specific and generic job applications, as well as providing coaching on interview skills. The Integrated Mission Training Centre has also been holding meetings with the Ministry of Planning and Economic Affairs to discuss how the latter can implement capacity-building programmes in governmental institutions.
The Advisory Committee notes the quality of the presentation and reader-friendly format of most components of the proposed budget for 2009/10 for UNMIL. At the same time, the Committee is of the view that the presentation of staffing requirements should be improved to clearly identify new posts proposed to accommodate new functions and/or increased workload (para. 19).	
With regard to the P-5 post, the Committee notes that the Joint Mission Analysis Centre had previously functioned within the security sector component headed by a military staff officer. According to the Secretary-General, the new civilian P-5 Chief of the Centre would be responsible for the day-to-day operation of the Centre, which is composed of civilian personnel from various parts of the mission structure, United Nations police, and military and security personnel. The Centre is responsible for the collection, coordination, analysis and	The recruitment process is ongoing.

Request/recommendation	*Action taken to implement request/recommendation*
dissemination of information from civilian and military sources and strategic analysis of medium- and long-term issues affecting the Mission. It provides analytical capacity to conduct threat and risk analysis and security assessment in the mission area, with particular emphasis on high-level risk assessments. The Advisory Committee requests that an analysis of the effectiveness of the arrangement whereby the Joint Mission Analysis Centre is headed by a civilian staff member be included in the next financial report on the Mission (para. 29).	
The Secretary-General has indicated that during the budget period 2009/10, UNMIL will introduce satellite monitoring of its aviation fleet. The Advisory Committee recommends that a cost benefit analysis of the monitoring system, together with details on how the system was selected, be included in the next financial performance report on the Mission (para. 39).	A satellite tracking system is recommended for implementation in all missions. The United Nations Logistics Base is the focal point and is hosting the central subscription for satellite tracking systems for all missions.
Quick-impact projects	
According to the Secretary-General, the Mission is planning to implement 40 quick-impact projects during the period 2009/10 to fill in gaps that still exist in strategic areas, in line with the overall mandate of the Mission and in support of the Government and the broader efforts of the international community. The Advisory Committee notes that, taking into account the guidelines for funding quick-impact projects for the third year of a mission and beyond, UNMIL had undertaken a needs assessment for the 2009/10 period. The Committee commends the Mission for following the guidelines. The projects proposed by the Mission are designed to rehabilitate police stations, corrections facilities, border posts and magistrate courts. Moreover, the projects would support the construction/ rehabilitation of community structures, such as town halls, district administrative buildings, community resource centres for women and youth groups and fire stations, among others. The Committee notes that 43 per cent of the apportionment of $1 million for quick-impact projects for the period 2008/09 remained	The implementation of quick-impact projects has at times been delayed owing to lack of physical access, especially during the rainy season, which lasts for six months a year. To assist in overcoming that constraint, the Mission, on a space-available basis, is endeavouring to assist the implementing partners by providing logistical assets. Timelines are also frequently negotiated with implementing partners to ensure the speedy implementation of projects, preferably during the dry season. Field offices (Civil Affairs Section, Legal and Judiciary System Support Division, Corrections Advisory and Prison Service, United Nations police, sector engineers), in collaboration with local officials (county superintendents, mayors, community groups) actively participate in the monitoring of the projects.

Request/recommendation	*Action taken to implement request/recommendation*
unencumbered as at 28 February 2009. In this connection, the Advisory Committee draws attention to the findings and the recommendations of the Board of Auditors on the need to monitor the timely implementation of quick-impact projects at UNMIL (A/62/5 (Vol. II, chap. II, paras. 335, 336 and 338)). The Committee trusts that the Mission will address the underlying issues that hampered timely implementation of quick-impact projects (para. 40).	
The Advisory Committee notes that all planned activities for the period 2009/10 are linked with the mandate of the Mission and are presented based on the results-based-budgeting frameworks. At the same time, some indicators of achievement for the period 2009/10 are not measurable. The Committee also points out that a number of planned accomplishments and outputs of the Mission for the period 2007/08 were not achieved, including increasing the number of female Liberian National Police officers (indicator 1.3.2), replacing 50 per cent of international experts with Liberian experts (indicator 2.1.4), increasing the number of ex-combatants participating in rehabilitation and reintegration programmes (indicator 2.3.1) and training of Liberian judges, magistrates, prosecutors, defence council, court clerks, sheriffs and bailiffs. The Advisory Committee stresses the importance of achieving all planned benchmarks and trusts that increased efforts will be made to implement all activities, especially those related to national capacity-building (para. 44).	The Mission fully agrees, and has increased its efforts. However, external factors may impede the achievement of the targets. The global economic downturn has exacerbated the pervasive budgetary constraints of the Government of Liberia, and may continue to delay counterpart donor support. Constraints on Liberian governance, security and rule of law institutions hindering sustained progress would be further exacerbated by delays in counterpart donor support. The recruitment, retention and development of female police officers for the Liberian National Police with a view to achieving and sustaining a level of 20 per cent representation within the service has steadily progressed, notwithstanding significant challenges and constraints, which have hampered the expeditious achievement of the target strength. Challenges include cultural sensitivities, the limited pool of candidates with minimum educational requirements and the national policy that requires passing the West African Education Council Examination as proof of twelfth-grade-level education; and limited programmes to address the needs of female police officers. The United Nations police have, however, assisted the Liberian National Police in taking significant measures to overcome the obstacles. Provided that donor support is forthcoming, the Liberian National Police have identified specific projects within their strategic plan aimed at achieving the 20 per cent benchmark, improving work conditions and career opportunities for women in the police, including opportunities for promotion and special assignment. Priority projects include the strengthening of human resource capacities in the context of a multifaceted approach that includes policy development to foster equal opportunities for promotion and assignment, strengthen welfare and "family" benefits and provide the Liberian National Police recruitment sections with the operational effectiveness and mobility to reach into potential pools of female candidates in rural areas. The Liberian National

Request/recommendation	*Action taken to implement request/recommendation*
	Police have also established an Office of Gender Affairs. Despite the challenges, the Liberian National Police Training Academy basic recruitment training classes are averaging about a 35 to 40 per cent female representation per class of new recruits. The next class is scheduled for graduation in December 2009, with 99 female officers, and a second class with 101 female officers is scheduled to graduate in July 2010, which will increase female representation in the force to 18 per cent. The United Nations police are assisting the Liberian National Police in recruitment drives targeting female candidates for a basic training class scheduled to begin in January 2010; 12 female applicants have been processed and selected thus far, and 53 applicants are currently undergoing testing and background investigation with the numbers expected to increase. Thus, it is realistic to anticipate that 20 per cent female representation will be achieved in the 2010/11 period. It is important to note that the Liberian National Police increased their authorized strength from the 2007 level of 3,500 officers to the present authorized strength of 4,000 officers. Hence, the number of female officers needed to achieve 20 per cent is greater than was originally anticipated. With regard to training in the justice sector, with the anticipated launch of the Judicial Institute in 2008, all training activities were suspended by both the judiciary and the Ministry of Justice while the comprehensive design and development of a standardized curriculum and training manuals were awaited. That process has yet to be completed, but now the judiciary and the Ministry of Justice have recruited training directors and the Ministry has established a training unit, and the workplans should therefore be implemented.

C. Board of Auditors

(A/63/5 (Vol. II), chap. II)

Request/recommendation	*Action taken to implement request/recommendation*
At UNMIL, the Board noted significant delay in write-off and disposal of items. Some 675 items of assets on the Galileo system amounting to $2.95 million had been pending approval for disposal for a period longer than six months as at 30 June 2008; and 1,607 items of assets with total acquisition value of $6.15 million approved for disposal were yet to be disposed of and removed from the Galileo system. Some items had been pending disposal for more than 47 months.	UNMIL has recently created a Property Management Section that considers cross-cutting issues specifically and maps out the business process to ensure that write-off and disposal occurs in a more timely and efficient manner.
...	
The Board is concerned that the delays in write-off and disposal could result in additional storage and security cost, expose assets to the risk of theft and result in inaccurate financial statement disclosures. Furthermore, delaying disposal is likely to have a negative impact on the residual value or the selling price of the items (paras. 67 (d) and 68).	
The Board has continued its review of results-based budgeting in accordance with the interest of the Advisory Committee on Administrative and Budgetary Questions expressed in its report (A/62/823, para. 14). Paragraph 16 of the results-based-budgeting guidelines states that all elements of the logical frameworks are formulated as specific, measurable, attainable, realistic and time-bound. The Board noted, however, that at some missions this requirement was not strictly adhered to, as detailed below:	UNMIL is committed to improving the results-based-budgeting process and has endeavoured to produce specific, measurable, attainable, realistic and timely (SMART) outputs in the 2010/11 results-based-budgeting framework. UNMIL will continue to ensure that all elements are formulated as measurable, as is meaningful within the context of its work and without losing relevance to its mandate. Outputs referred to as "no longer useful or relevant and ... thus not achieved" were not achieved because of external factors. However, outputs that were not achieved owing to external factors but that remain relevant within the context of the core mandate and requisite to mandate implementation have been incorporated in the results-based-budgeting framework for the next fiscal year.
...	
(c) At UNMIL, some outputs were not specific and measurable. Due to the long time between the submission of the budget and the beginning of the financial year, some of the planned outputs were no longer useful or relevant and were thus not achieved (para. 76).	With a view to the formulation of more SMART-oriented logical frameworks, the provision of training on results-based budgeting is continuing. At the invitation of UNMIL, an Abacus team, including a staff member from the integrated operational team of the Department of Peacekeeping Operations, helped to refine the frameworks. UNMIL is also participating in the pilot project aimed at improving the presentation of the outputs under the support component of the framework (see annex II).

The Board noted that the finding that the indicators of achievement were not specific, measurable, attainable, realistic and time-bound had recurred frequently in its previous audits. It is apparent therefore that the present efforts of the Administration have not been effective in addressing this problem across all missions. The absence of properly defined indicators of achievement and outputs would therefore continue to hamper the proper implementation of results-based budgeting (para. 77).	UNMIL is committed to improving upon the results-based-budgeting process The Mission's Integrated Training Centre conducts regular results-based-budgeting training, and such training is mandatory for all section chiefs and results-based-budgeting focal points. The Chief Budget Officer conducts verification exercises every six months during the fiscal year.
The Board recommends that the Administration: (a) consider identifying the root cause of the problem in establishing proper indicators of achievement; and (b) consider implementing an internal validation or quality control process for all indicators of achievement (para. 78).	
The Board reiterates its previous recommendation that the Administration ensure that UNMIL takes appropriate measures to ensure that all the indicators of achievement and outputs for the results-based-budgeting framework are formulated as specific, measurable, attainable, realistic and time-bound to facilitate monitoring and reporting (para. 79).	See above.
The Department of Field Support concurred with the Board's recommendation relating to the results-based-budgeting framework of UNMIL.	
...	
UNMIL had offered two sessions on results-based-budgeting training, which included the development of clear and measurable indicators of achievement in the results-based-budgeting frameworks (para. 80).	
Portfolio of evidence	
At UNMIL, the figures presented in the indicators of achievement for the military component could not be verified due to lack of proper handover between outgoing and incoming military staff. There were also no standard processes for the collection, compilation and reporting of results-based-budgeting data and data was collected on an ad hoc basis with different components using	The Mission has issued a standard operating procedure on results-based budgeting for the military and has standardized reporting. The budget instructions of the Special Representative of the Secretary-General include guidance on collection, compilation and reporting on results-based budgeting and clearly define roles, responsibilities, timelines and processes. The Chief Budget Officer conducts half-yearly verifications.

manual files, shared folders and e-mail correspondence. In addition, the budget memorandum required that all the portfolio of evidence files be reviewed by the Chief Budget Officer at least every six months. The Board also noted that only one review was done and only 9 out of 15 offices' portfolio of evidence were reviewed (para. 81).

The Administration agreed with the Board's recommendation that UNMIL: (a) implement proper handover procedures when there is an impending change in personnel; (b) institute standard processes for collection, compilation and reporting of results-based-budgeting data in all components; and (c) conduct half-yearly verification of portfolio of evidence for all components (para. 82).

As established in the standard operating procedure, it is the responsibility of each section to maintain at least 2 people trained on the results-based-budgeting process and responsibilities at any one time, owing to the frequent departure of personnel from the Mission area. Prior to end of mission/rotation, it is also the responsibility of the departing results-based-budgeting point of contact/focal point to ensure that the proper written transfer of responsibilities is forwarded to the military results-based-budgeting focal point. The purpose of the standard operating procedure is to underscore the importance of results-based budgeting to UNMIL military operational units and to outline procedures for standardized tracking and submission of monthly results-based-budgeting reports for the portfolio of evidence and performance report. The Office of the Special Representative of the Secretary-General receives a report every six months, at the end of July and of December. If a completed output is greater or less than 10 per cent of the original planned output figure, a justification must be provided in the remark block of the report. The Office of the Special Representative of the Secretary-General also receives a year-end report, in which justifications are provided relating to any significant shortfalls or increases.

Procurement staff training

At UNMIL, there was no guideline available in terms of a plan or document as to what training should be provided to staff at different levels/positions in the procurement section (para. 183).

The Board recommends that the Administration ensure that UNMIL develops and implements suitable training plans for the procurement staff in order to enhance the quality of the procurement process (para. 184).

A procurement training policy would be a welcome development. Training with more direct budget implications, planned with the Integrated Mission Training Centre, is now being implemented. The Centre is also working with the Procurement Section on the plans for budget-implication training. The Centre and the Procurement Section use such data to plan training for procurement staff. Currently, the Chief Procurement Officer provides in-house procurement training on the basis of needs assessment.

Surplus and missing generators in UNMIL

The Board noted that at UNMIL, of the total 1,080 generators, 452 generators or 42 per cent, amounting to $7.32 million, were in stock as at 30 June 2008. The stock ratio was significantly higher than the stock ratio determined by the Department of Field Support, which was 25 per cent for generators. It should be noted that UNMIL acquired 55 new generators valued at $1.29 million during 2007/08 (para. 228).

144 generators were in the workshop and others offline without reflection in Galileo. Based on the recommendation, action has been taken and now all the generators are arranged on the basis of their status. It should be acknowledged that, owing to the exposure of generators to the weather and mission age, most unit stock generators are in an irreparable or very poor condition. Most have been recommended for write-off, a process that is ongoing. The 25 per cent stock ratio recommended by the Board is not achievable in the

The report extracted from the Galileo system on 16 August 2008 showed that 163 generators were serviceable. However, the Board noted that only 19 generators were found in store. The management was unable to indicate where the remaining 144 serviceable generators were stored (para. 229).

Mission, as approximately 30 per cent of the generators that are currently in the field are due for write-off, even though they are reflected as being operational. Once generators that are in a poor condition and cannot function have been written off and replaced, the surplus stock problem will be solved, and the Mission is therefore taking steps towards maintaining 25 per cent stock as required.

Assessment and repair of all generators in the asset yard is ongoing, and generators that are brought in from the field will continue to be repaired or written off according to their status. A limited number of generators in the asset yard are reparable, and these are being brought back on line as spare parts become available. The Mission is now addressing the large backlog of generators sent to the asset yard and neglected over a period of years. The serviceable generators are separated and stored in an appropriate location; some unserviceable generators are in the process of being checked by technicians and will be stored according to their status.

Of the 244 generators that were non-serviceable and were due for repair, the Board noted that 5 generators had been pending repair for a period in excess of six months. The Board also noted that some generators were kept in the Mission's compound and were exposed to unfavourable weather conditions, causing damage to them that may be costly to repair (para. 230).

The Administration agreed with the Board's recommendation that it ensure that UNMIL: (a) strictly adhere to the requirement of the Department of Field Support to keep the stock ratio of 25 per cent of the total number of generators; (b) investigate the whereabouts of 144 serviceable generators that could be not located; and (c) expedite the repair of all non-functioning generators or dispose of them if it is not economical to repair them (para. 231).

Individual contracts

One of the objectives of individual contractors not to exceed 9 months in any period of 12 months was to prevent the expectation by individual contractors of any long-term or permanent employment which could result in grievances and/or disputes (para. 401).

The UNMIL Human Resources Management Section has a dedicated two-person team to monitor and track the use of individual contractors and consultants in the Mission. Careful data is maintained on the identity and length of service of individual contractors in order to ensure that no contracts are extended beyond the allowable period.

At UNMIL, a waiver was requested on 12 January 2008 to retain 238 individual contractors beyond the nine-month limit for a period of three or six months. These contracts reached the maximum nine-month period allowable on 31 December 2007, and 206 contracts were extended for three months to 31 March 2008, and 32 contracts were extended for six months to 30 June 2008. The request for the extension of individual contracts beyond nine months only occurred after the date that the relevant contracts had reached the maximum nine-month period on 31 December 2007 (para. 402).	All relevant heads of section are aware of the maximum periods of engagement for individual contractors and are reminded at the six-month mark of the imminent closure of the contract.
The Board recommends that the Administration ensure that UNMIL carefully monitor service contracts to avoid the possibility of extending existing contracts without adequate justification (para. 403).	

D. Office of Internal Oversight Services

(A/63/302 (Part II))

Request/recommendation	*Action taken to implement request/recommendation*
The same audit revealed that UNMIL had not determined if core requirements could be procured under existing systems contracts. A 2007 revision of the delegation of authority on core requirements states that if goods or services required are available through already established United Nations Headquarters systems contracts, these contracts should be used. There was no evidence showing that prior to its deliberations, the local committee on contracts had ensured that this condition was met. Failure to determine if core requirements are already available in existing systems contracts could result in substantial inefficiencies and overexpenditure. OIOS made recommendations calling on the missions to ensure that the local committee on contracts, before approving the award of contracts for the procurement of core requirements, confirm that the items are not available in a systems contract. The missions accepted the recommendation, and the Department of Field Support has reminded all missions to conduct the required reviews to determine whether core requirements are available from existing Headquarters systems contracts before initiating procurement action (para. 43).	UNMIL implemented a standard practice concerning all Local Contracts Committee presentations whereby the Procurement Section must clearly report whether or not there is a systems contract for the requirement. This is provided in the Local Contracts Committee submission and later confirmed at the Committee meeting during the case presentation.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terminology has been applied with regard to proposed changes in human resources (see sect. I):

- **Post establishment:** a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources
- **Post reassignment:** an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post
- **Post redeployment:** an approved post is proposed to be redeployed to cover comparable or related functions in another office
- **Post reclassification:** an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially
- **Post abolishment:** an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission
- **Post conversion:** three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate

- **External:** variances caused by parties or situations external to the United Nations
- **Cost parameters:** variances caused by United Nations regulations, rules and policies
- **Management:** variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

Results-based-budgeting frameworks: support component

A. Standard support outputs

Output	*Approved 2009/10*	*Proposed 2010/11*
Emplacement, rotation and repatriation of military and police personnel and administration of civilian personnel	Average strength of 126 military observers, 9,442 military contingent personnel, 845 formed police personnel and 447 United Nations police officers and 1,665 civilian personnel (including 464 international and 976 national staff, including 42 National Officers, as well as 225 United Nations Volunteers)	Average strength of 133 military observers, 8,069 military contingent personnel (including 105 staff officers), 845 formed police personnel and 498 United Nations police officers, 32 corrections officers and 541 international and 1,040 national staff, including 59 National Officers and 3 temporary positions, as well as 237 United Nations Volunteers (represents highest level of authorized strength)
Monitoring of contingent-owned equipment and self-sustainment services provided	Verification, monitoring and inspection of contingent-owned equipment and self-sustainment for the military and police personnel	Verification and monitoring of an average 8,069 military contingent personnel and 845 formed police personnel, 4,100 major equipment items and 22 self-sustainment categories
		Conduct of 350 periodic and 70 operational readiness inspections
		Draft and submit 280 verification reports, involving 2,400 person days on inspections, to include 1,620 civilian international staff and 780 military staff officers
Rations	Supply of rations for the total number of military contingent and formed police personnel on the ground (estimated average number, based on authorized strength and delayed deployment factors — except for formed police units): 9,339 military contingent and 845 formed police personnel	Supply of rations for the total number of military contingent and formed police personnel on the ground: 7,964 military contingent and 845 formed police personnel

Output	Approved 2009/10	Proposed 2010/11
	Storage and supply of 14-day reserve of combat rations and bottled water for an average strength of 126 military observers, 9,442 military contingent personnel (including 103 staff officers), 845 formed police, 447 United Nations police officers and 689 civilian personnel (464 international staff and 225 United Nations Volunteers)	Storage and supply of 14-day reserve of combat rations and bottled water for an average strength of 133 military observers, 8,069 military contingent personnel (including 105 staff officers), 845 formed police, 498 United Nations police officers, 32 corrections officers and 780 civilian personnel (543 international staff and 237 United Nations Volunteers)
Fuel supply	Supply of about 14.63 million litres of petrol, oil and lubricants for an average of 430 United Nations-owned and 349 contingent-owned generators	Supply of about 14.07 million litres of petrol, oil and lubricants for an average of 329 United Nations-owned and 257 contingent-owned generators
Maintenance of premises	Maintenance and repair of 86 military/formed police unit sites, 6 United Nations police premises and 18 civilian staff premises, for a total of 110 UNMIL locations	Maintenance and repair of 81 military/formed police unit sites, 5 United Nations police premises and 19 civilian staff premises, for a total of 103 UNMIL locations
Maintenance of generators	Operation, repair and maintenance of 550 United Nations-owned generators, in stock or in use, at all UNMIL locations in Liberia not connected to the public electrical reticulation and not supported by contingent-owned generators	Operation, repair and maintenance of 550 United Nations-owned generators, in stock or in use, at all UNMIL locations in Liberia not connected to the public electrical reticulation and not supported by contingent-owned generators
Maintenance and rehabilitation of roads	Maintenance and renovation of about 660 km of roads (main and secondary supply roads)	Maintenance and renovation of about 1,000 km of roads (main and secondary supply roads)
Fleet of vehicles	Operation and maintenance of a fleet of 1,317 United Nations-owned vehicles, including armoured vehicles, engineering vehicles, trailers and material handling equipment, at 10 workshops in 8 locations (Monrovia, Buchanan, Zwedru, Harper, Tubmanburg, Voinjama, Gbarnga and Greenville)	Operation and maintenance of a fleet of 1,295 United Nations-owned vehicles, including armoured vehicles, engineering vehicles, trailers and material handling equipment, at 10 workshops in 8 locations (Monrovia, Buchanan, Zwedru, Harper, Tubmanburg, Voinjama, Gbarnga and Greenville) and 3 outsourcing repair and maintenance workshops and 1 panel-beating workshop

Output	*Approved 2009/10*	*Proposed 2010/11*
	Supply of 10.9 million litres of petrol, oil and lubricants for ground transportation for an average of 1,143 United Nations-owned and 1,779 contingent-owned vehicles (excluding vehicles which do not require fuel, such as trailers and attachments)	Supply of 9.71 million litres of petrol, oil and lubricants for ground transportation to 1,087 United Nations-owned and 1,538 contingent-owned vehicles (excluding vehicles which do not require fuel, such as trailers and attachments)
Fleet of aircraft	Operation of 3 fixed-wing and 19 rotary-wing aircraft, including 14 military-type aircraft	Operation of 3 fixed-wing and 16 rotary-wing aircraft, including 11 military-type aircraft
Flight hours	10,348 flying hours (2,030 for 3 fixed-wing aircraft and 7,634 for 19 rotary-wing aircraft), including domestic and regional shuttle flights for passengers and cargo, troop rotations, ad hoc flights, casualty and medical evacuation flights, search and rescue flights, border patrols and other military flights	9,747 flying hours (1,937 for 3 fixed-wing aircraft and 7,810 for 16 rotary-wing aircraft), including domestic and regional shuttle flights for passengers and cargo, troop rotations, ad hoc flights, casualty and medical evacuation flights, search and rescue flights, border patrols and other military flights
Airfield locations	Maintenance of 7 airfields, 8 terminal facilities and 35 helicopter landing sites	Maintenance of 7 airfields, 8 terminal facilities and 35 helicopter landing sites
Naval transportation and fuel supply	Operation of 1 coastal freighter	Operation of 1 coastal freighter
	Supply of 0.8 million litres of diesel for naval transportation	Supply of 0.7 million litres of diesel for naval transportation
Communications	Operation and maintenance of a satellite network consisting of 1 Earth station hub to provide voice, fax, video and data communications	Operation, support and maintenance of HF/VHF radio system, including 55 VHF repeaters, 4,207 VH/UHF radios, both hand-held and base, throughout UNMIL area of operation, with availability in excess of 99.95 per cent (4.4 hours/year downtime)
	Operation and maintenance of 19 very small aperture terminal (VSAT) systems and 33 telephone exchanges	Operation and maintenance 1 Earth station hub and 15 very small aperture terminal (VSAT) systems

Output	Approved 2009/10	Proposed 2010/11
		Operation, support and maintenance of telephone services, consisting of 36 telephone exchanges, 698 mobile phones and 65 satellite phones. Availability in excess of 99.95 per cent
	Operation and maintenance of a terrestrial microwave network consisting of 35 microwave links and 75 narrowband digital radio systems to provide voice, fax, video and data communications to 80 UNMIL locations	Operation, support and maintenance of 59 microwave links, 110 narrowband digital radio systems to ensure an efficient bandwidth allocation and management, with 80 per cent of capacity utilized more than 50 per cent of the time and saturated less than 5 per cent of the time
	Operation and maintenance of 63 VHF/UHF repeaters, 4,893 radios, 101 satellite phones and 910 mobile phones to provide mobile voice services	Implementation/detection/protection of data security, network intrusion, and virus to reach 99.95 per cent data availability and integrity
Information technology	Operation and maintenance of the information technology infrastructure, comprising approximately 76 routers, 100 servers, 2,164 desktop computers, 522 laptop computers, 497 printers and 115 digital senders, at 80 UNMIL locations	Operation, support and maintenance of seamless connectivity to UNMIL network anywhere in UNMIL sites and in the world over Internet VPN (virtual private network) with availability in excess of 99.5 per cent (44 hours/year downtime)
	Operation of a service desk to support 4,000 UNMIL users, integrating the functions of call centre and switchboard, monitoring of information technology infrastructure and services, resolving first-line information technology problems remotely and within average talk time and collecting and reporting statistics on availability and performance of information technology services	Operation, support and maintenance of high-speed terrestrial connections to 80 per cent of the sites, representing 95 per cent of the users with 99.5 per cent availability
		Operation, support and maintenance of 2 Internet links for Liberia and South-east Liberia via the undersea fibre optic cable in Côte d'Ivoire, with 99.5 per cent availability

Output	*Approved 2009/10*	*Proposed 2010/11*
		Operation, support and maintenance of availability and applications performance at data centres achieving high availability (99.95 per cent availability)
		Operation, support and maintenance of end-users with information and communications technology equipment (1,127 laptops, 1,107 desktops, 95 servers, printers, faxes and digital senders), with only 5 per cent exceeding obsolescence criteria
		Operation, support and maintenance of information and communications technology services in accordance with Information Technology Infrastructure Library

B. Mission specific, non-standard (or specialized) outputs

Output	*Approved 2009/10*	*Proposed 2010/11*
Construction and dismantling of camps	Completion of construction of 2 formed police unit sites, based on drawdown plans	Dismantling of 6 military camps, based on drawdown plans. The camps will be closed in 2009/10, but dismantling will be completed in 2010/11
Facilities and infrastructure	Provision of sanitation services, including sewage and garbage collection and disposal, at all 110 UNMIL locations in Liberia	Provision of sanitation services, including sewage and garbage collection and disposal, at all 103 UNMIL locations in Liberia
	Operation and maintenance of 35 United Nations-owned water purification plants serving 38 UNMIL locations not connected to the public water reticulation and not supported by contingent-owned water purification plants	Operation and maintenance of 41 United Nations-owned water purification plants serving 38 UNMIL locations not connected to the public water reticulation and not supported by contingent-owned water purification plants

Output	*Approved 2009/10*	*Proposed 2010/11*
	Preparation of an environmental impact assessment report on impacts caused by the Mission and related remedial actions, in consultation with the Government of Liberia	**20 Inspections per quarter for compliance with the Department of Peacekeeping Operations environmental policy and guidelines for United Nations field missions. Preparation of environmental impact assessment reports on impacts caused by the Mission and related remedial actions, in consultation with the Government of Liberia**
	Drilling of 2 boreholes to provide water to troops	**Drilling of 2 boreholes to provide water to troops**
Ground transportation	Operation of daily shuttle services for 1,000 passengers per day, 5 days a week, and as required during weekends, for United Nations civilian and police personnel, military observers and staff officer from their accommodation to Mission facilities/ premises	Operation of daily shuttle services for 1,000 passengers per day, 5 days a week, and as required during weekends, for United Nations civilian and police personnel, military observers and staff officers from their accommodation to Mission facilities/ premises
Services for Mongolian Guard Force in Sierra Leone	Provision of various services (catering, garbage collection, maintenance, customs clearances, information technology support), utilities and supplies in support of an average strength of 245 Mongolian Guard Force personnel, in accordance with the memorandum of understanding between UNMIL and the Special Court for Sierra Leone	Provision of various services (catering, garbage collection, maintenance, customs clearances, information technology support), utilities and supplies in support of an average strength of 150 Mongolian Guard Force personnel, in accordance with the memorandum of understanding between UNMIL and the Special Court for Sierra Leone
Public information		Planning and implementation of a public information campaign in support of a stable security environment, and to publicize and promote the adjustments to UNMIL forces, including through 6 daily news bulletins on UNMIL Radio, 5 weekly Coffee Break programmes, 3 weekly radio public service announcements, 52 weekly press conferences, 80 press releases, quarterly media tours to military night-time patrols

Output	Approved 2009/10	Proposed 2010/11
		and other military public outreach activities (up to 6 selected Liberian or international journalists are taken on night patrols by Liberian National Police and UNMIL force), a photographic display, coverage and dissemination of video news items and features for broadcast on 5 Liberian television stations, performances by 14 groups of traditional performers, distribution of 200,000 flyers and 10,000 T-shirts in all 15 counties
Consolidation of national authority throughout the country	Implementation of public information campaign to encourage local authorities and the public to be actively involved in national development and rehabilitation activities, including through press briefings, community radio reports, 4 video outreach features and 2 video public service announcements to be broadcast on 5 local television stations and in video clubs in all 15 sectors, weekly reports on UNMIL Radio programmes Dateline Liberia and Coffee Break and radio public service announcements	Planning and implementation of one public outreach campaign to sensitize the public on the importance of abiding by the rule of law and to highlight improvements in Liberian National Police operational capacity and equipment through the distribution of 100,000 flyers, 2,000 posters, 5,000 T-shirts in all counties and display of 5 billboards in Montserrado county
	Provision of support to the Governance and Economic Management Assistance Programme media subcommittee through facilitation of decisions taken at those meetings and the distribution of 100,000 flyers and 1,000 T-shirts	Planning and implementation of weekly UNMIL Radio Crime Watch programmes and regular radio reports in collaboration with community radio stations

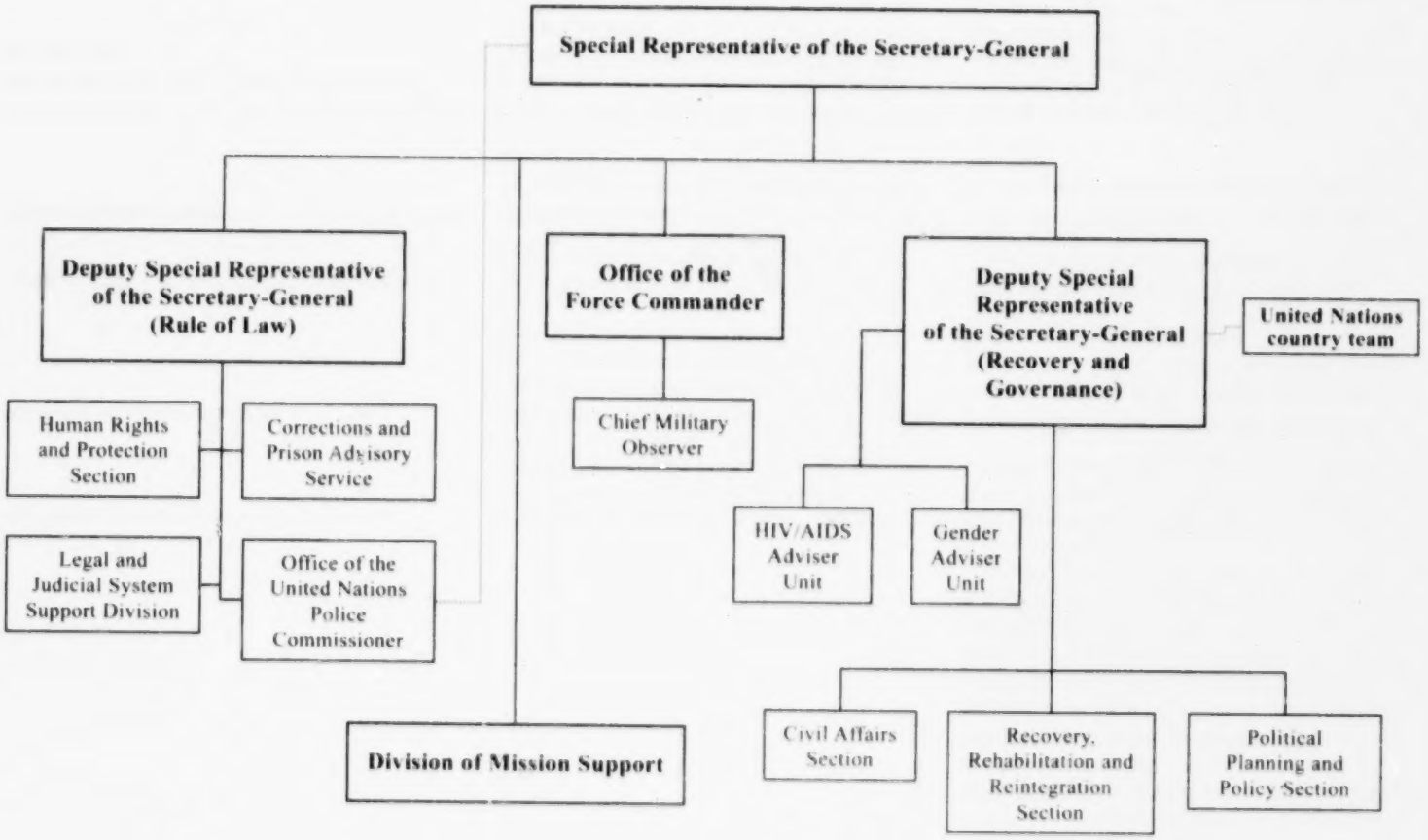
Output	*Approved 2009/10*	*Proposed 2010/11*
Improved humanitarian conditions in Liberia	Planning and implementation of a public information campaign in support of the improvement of humanitarian conditions in Liberia, including through publication of four issues of UNMIL Focus magazine focusing on improvements in humanitarian conditions as a result of the work of UNMIL and the United Nations country team, regular press briefings and press releases, 3 daily UNMIL Radio reports and 13 daily news bulletins, as well as 6 separate weekly current affairs and talk programmes	Planning and implementation of a public information campaign to encourage local authorities and the public to be actively involved in national development and rehabilitation activities through the use of 14 groups of traditional communicators, the distribution of 50,000 flyers, 1,000 posters, 5,000 T-shirts and 4 video outreach activities
Progress in the rehabilitation and reintegration of war-affected populations in host communities	Nationwide publicity campaign on UNMIL Radio in support of progress in this area, involving 6 daily news bulletins, 3 weekly issues of Dateline Liberia and 5 weekly Coffee Break programmes, press briefings, press releases and publication of stories related to successful reintegration and rehabilitation projects undertaken by UNMIL and the United Nations country team in quarterly issues of UNMIL Focus and on the website	Planning and implementation of a public information campaign in support of the conduct of elections in Liberia, including through regular press briefings and press releases, 3 daily UNMIL Radio reports and 13 daily news bulletins, as well as 6 separate weekly current affairs and talk programmes Implementation of a nationwide public information campaign through the distribution of 40,000 flyers, 1,000 posters, 5,000 T-shirts and use of 14 groups of traditional communicators, 6 daily news bulletins, 3 weekly issues of Dateline Liberia and 5 weekly Coffee Break programmes, press briefings, press releases and publication in quarterly issues of UNMIL Focus and on the website of stories related to successful reintegration projects undertaken by UNMIL and the United Nations country team

Output	Approved 2009/10	Proposed 2010/11
		Implementation of a public information campaign on fundamental human rights, including women's and children's rights, on UNMIL Radio Coffee Break and Youth FM at least twice per week, and on sexual and gender-based violence, including rape, through video public service announcements on sexual exploitation and abuse, rape and HIV/AIDS, the distribution of 100,000 flyers, 10,000 posters and 10,000 T-shirts and the sensitization of the population by 14 groups of traditional communicators
Provision of security services	Provision of security services at 181 guard posts, 24 hours a day, 7 days a week, in all UNMIL facilities in 15 counties of Liberia	Provision of security services at 181 guard posts, 24 hours a day, 7 days a week, in all UNMIL facilities in 15 counties of Liberia
Provision of close protection	Provision of 24-hour close protection to 3 senior Mission staff, and all visiting high-level officials at the level of Assistant Secretary-General and above	Provision of 24-hour close protection to 3 senior Mission staff, and all visiting high-level officials at the level of Assistant Secretary-General and above
Security plan and security risk assessment	Semi-annual updated security plan, and 2 security risk assessments annually	Semi-annual updated security plan, and 2 security risk assessments annually
Mission warden plan	Exercise of Mission warden plan, including the integrated security management system annually	Exercise of Mission warden plan, including the integrated security management system annually
Country-specific minimum operational security standards/minimum operational residential security standards	Update of country-specific minimum operational security standards/minimum operational residential security standards survey annually	Update of country-specific minimum operational security standards/minimum operational residential security standards survey annually
Security training programmes	Plan security training programmes for 30 national and 34 international security staff, including fire protection/prevention/incident command/basic fire response, SMG/M4 instructor certification and firearms instructor recertification	Security training programmes for 30 national and 34 international security staff, including fire protection/prevention/incident command/basic fire response, SMG/M4 instructor certification and firearms instructor recertification

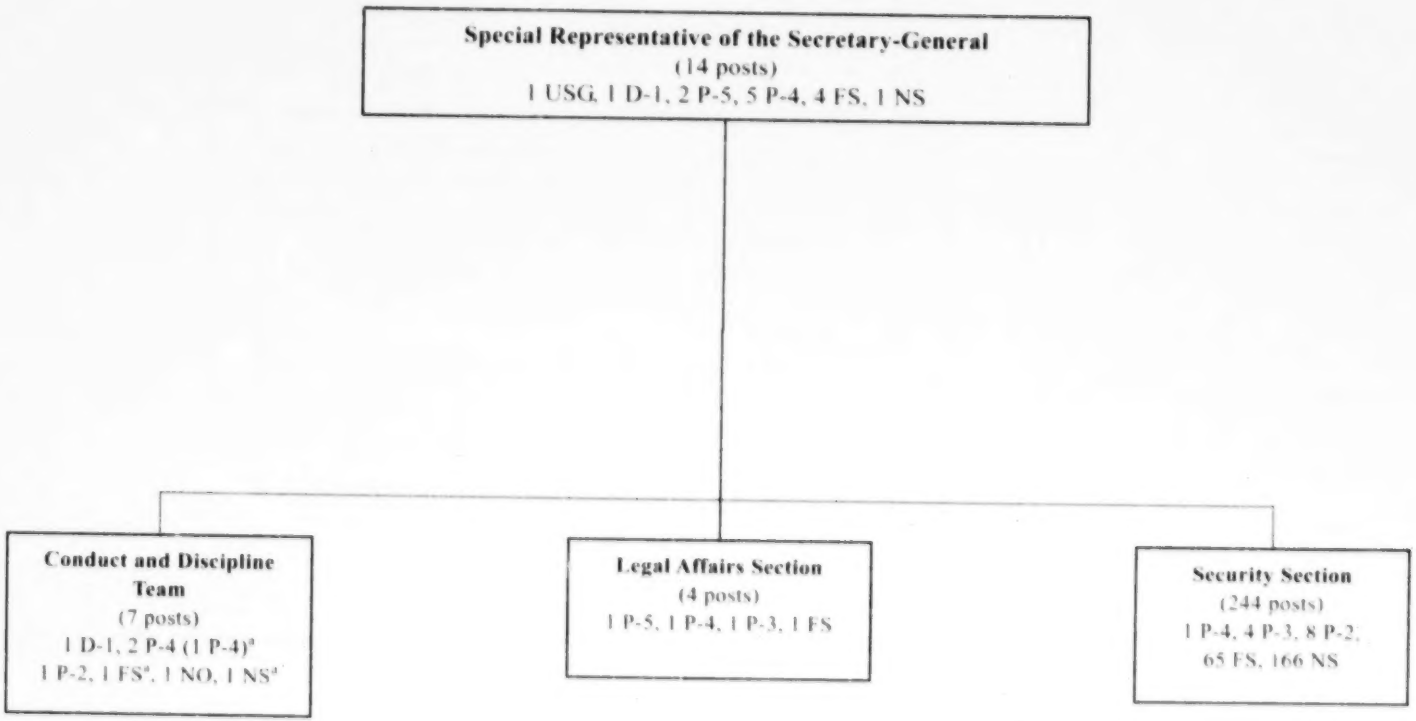
Annex III

Organization charts

A. United Nations Mission in Liberia


Special Representative of the Secretary-General
Deputy Special Representative of the Secretary-General (Rule of Law)
Office of the Force Commander
Deputy Special Representative of the Secretary-General (Recovery and Governance)
United Nations country team
Human Rights and Protection Section
Corrections and Prison Advisory Service
Chief Military Observer
HIV/AIDS Adviser Unit
Gender Adviser Unit
Legal and Judicial System Support Division
Office of the United Nations Police Commissioner
Division of Mission Support
Civil Affairs Section
Recovery, Rehabilitation and Reintegration Section
Political Planning and Policy Section

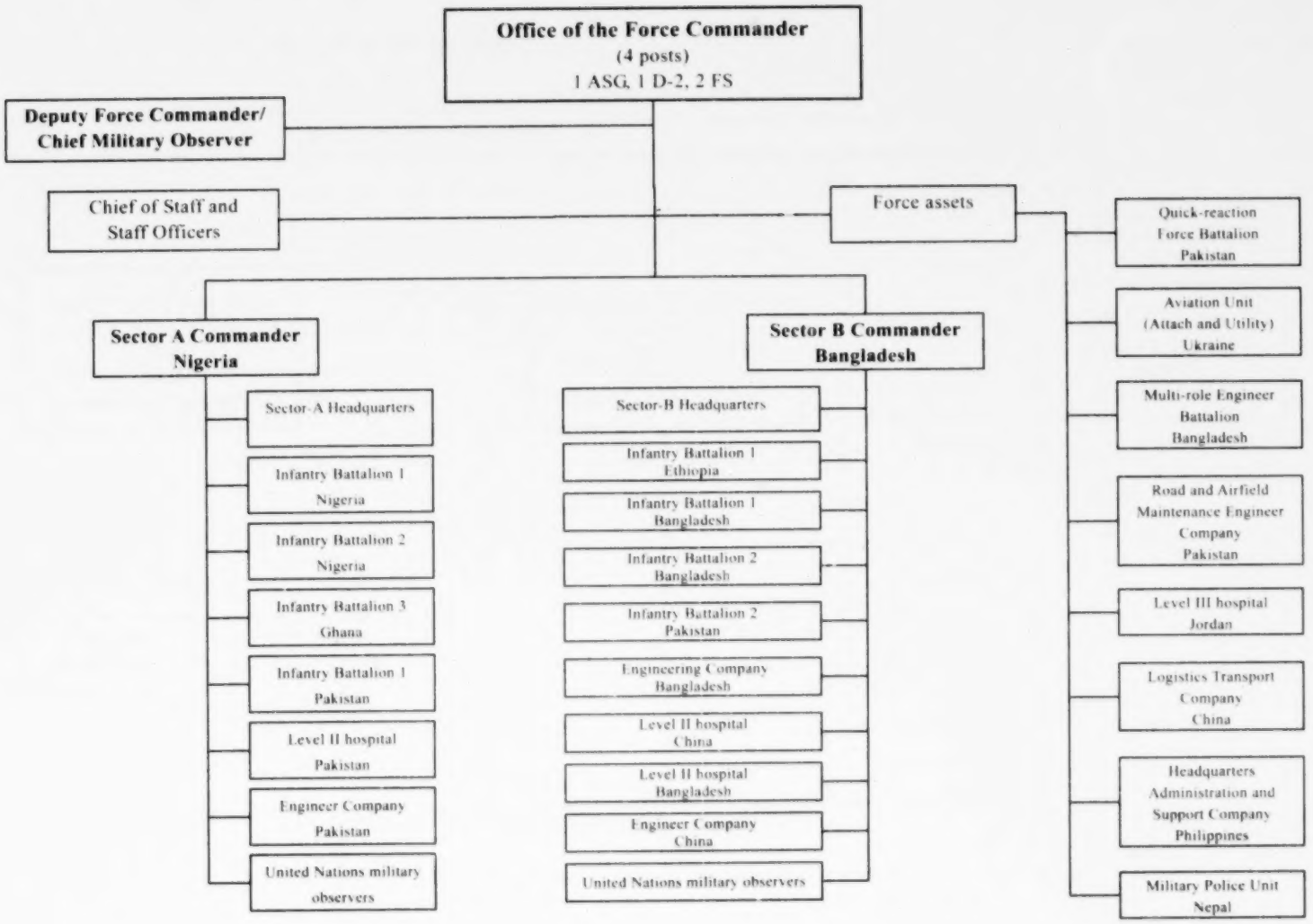
B. Office of the Deputy Special Representative of the Secretary-General


Special Representative of the Secretary-General
(14 posts)
1 USG, 1 D-1, 2 P-5, 5 P-4, 4 FS, 1 NS
Conduct and Discipline Team
(7 posts)
1 D-1, 2 P-4 (1 P-4)[a]
1 P-2, 1 FS[a], 1 NO, 1 NS[a]
Legal Affairs Section
(4 posts)
1 P-5, 1 P-4, 1 P-3, 1 FS
Security Section
(244 posts)
1 P-4, 4 P-3, 8 P-2,
65 FS, 166 NS

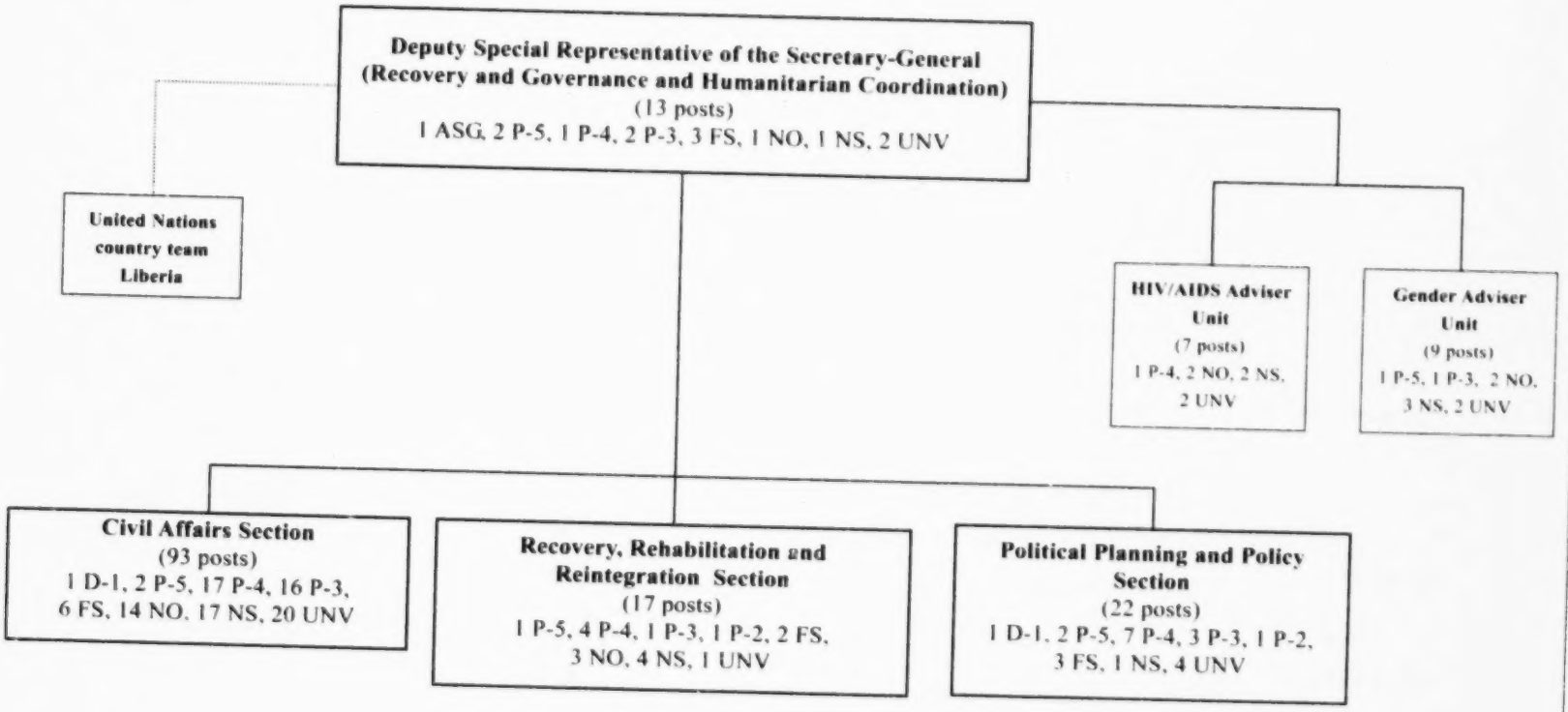
Abbreviations: USG: Under-Secretary-General; ASG: Assistant Secretary-General; FS: Field Service; NO: National Officer; NS: national General Service; UNV: United Nations Volunteer.

[a] Funded under general temporary assistance.

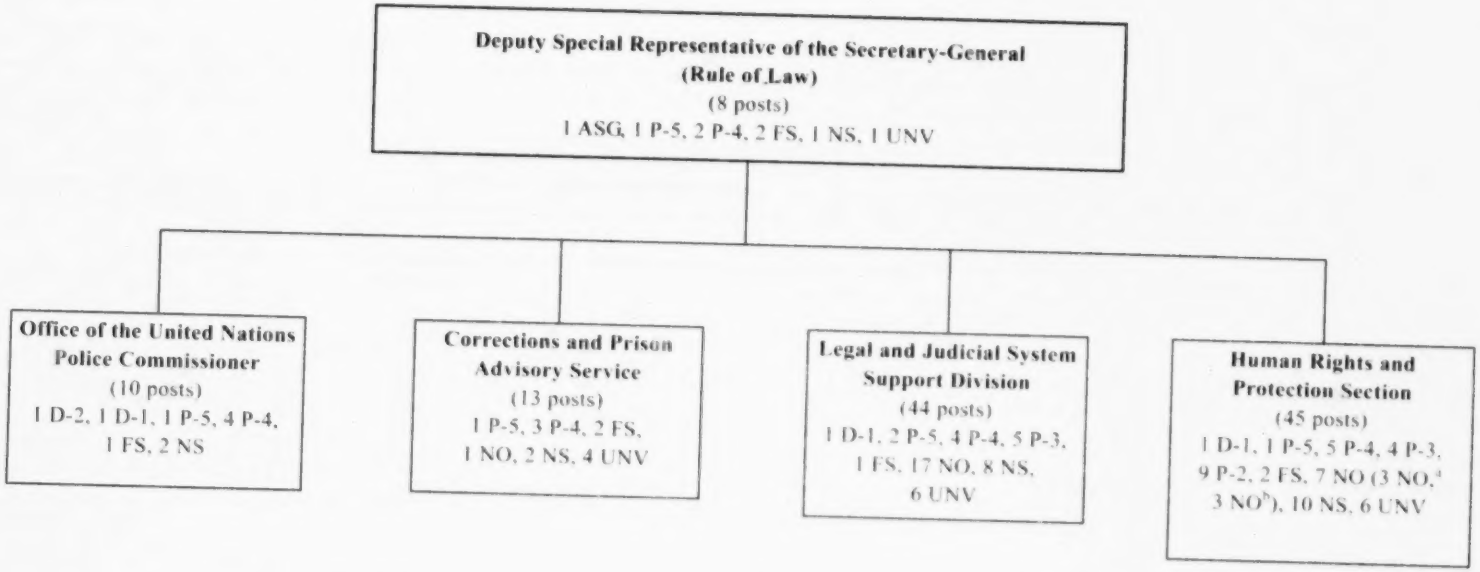
C. Military operations



D. Office of the Special Representative of the Secretary-General (Recovery and Governance)

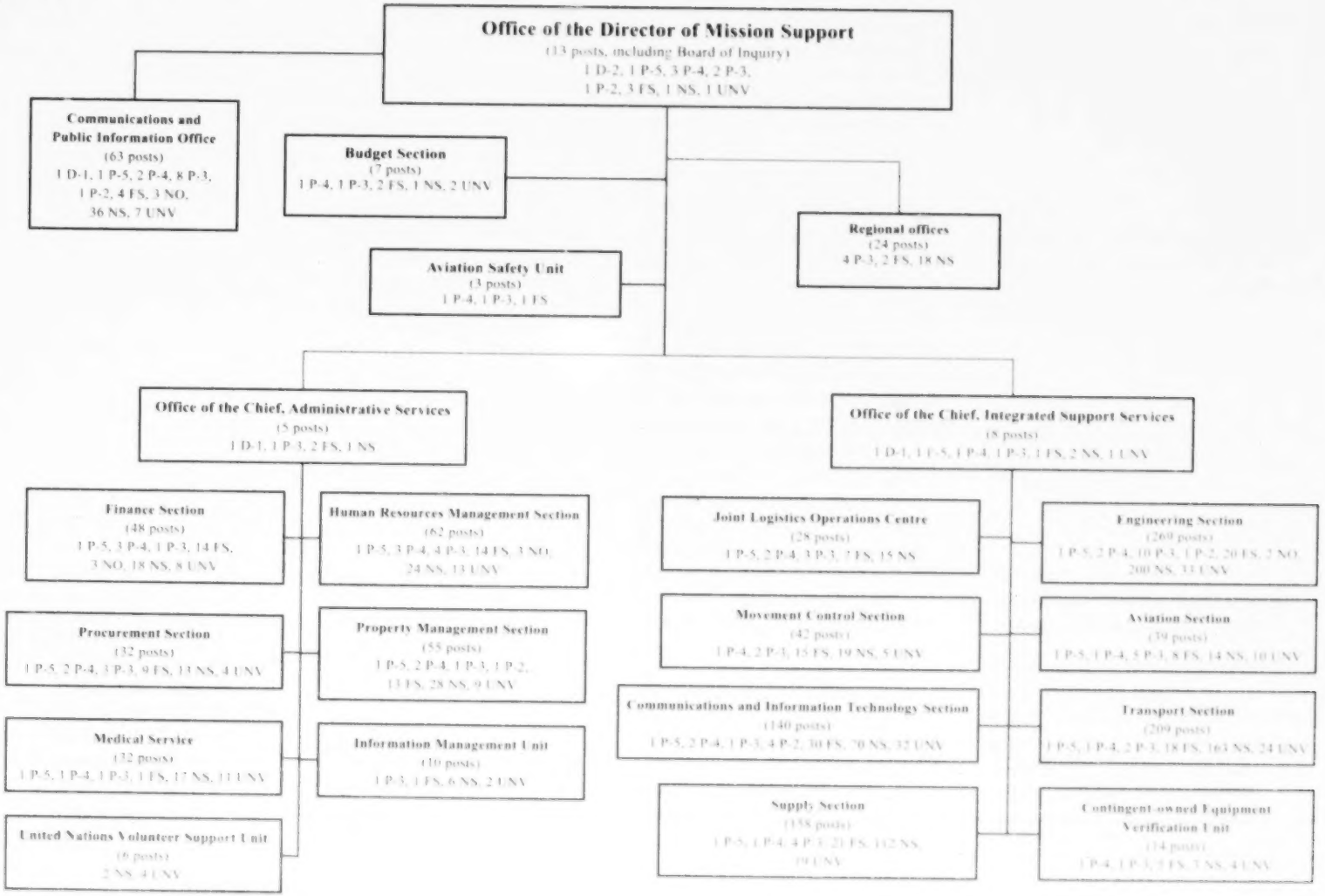

Deputy Special Representative of the Secretary-General (Recovery and Governance and Humanitarian Coordination)
(13 posts)
1 ASG, 2 P-5, 1 P-4, 2 P-3, 3 FS, 1 NO, 1 NS, 2 UNV
United Nations country team Liberia
HIV/AIDS Adviser Unit
(7 posts)
1 P-4, 2 NO, 2 NS, 2 UNV
Gender Adviser Unit
(9 posts)
1 P-5, 1 P-3, 2 NO, 3 NS, 2 UNV
Civil Affairs Section
(93 posts)
1 D-1, 2 P-5, 17 P-4, 16 P-3, 6 FS, 14 NO, 17 NS, 20 UNV
Recovery, Rehabilitation and Reintegration Section
(17 posts)
1 P-5, 4 P-4, 1 P-3, 1 P-2, 2 FS, 3 NO, 4 NS, 1 UNV
Political Planning and Policy Section
(22 posts)
1 D-1, 2 P-5, 7 P-4, 3 P-3, 1 P-2, 3 FS, 1 NS, 4 UNV

E. Office of the Deputy Special Representative of the Secretary-General (Operations and Rule of Law)


Deputy Special Representative of the Secretary-General
(Rule of Law)
(8 posts)
1 ASG, 1 P-5, 2 P-4, 2 FS, 1 NS, 1 UNV
Office of the United Nations Police Commissioner
(10 posts)
1 D-2, 1 D-1, 1 P-5, 4 P-4, 1 FS, 2 NS
Corrections and Prison Advisory Service
(13 posts)
1 P-5, 3 P-4, 2 FS, 1 NO, 2 NS, 4 UNV
Legal and Judicial System Support Division
(44 posts)
1 D-1, 2 P-5, 4 P-4, 5 P-3, 1 FS, 17 NO, 8 NS, 6 UNV
Human Rights and Protection Section
(45 posts)
1 D-1, 1 P-5, 5 P-4, 4 P-3, 9 P-2, 2 FS, 7 NO (3 NO,[a] 3 NO[b]), 10 NS, 6 UNV

[a] Reclassification.
[b] Conversion.

F. Division of Mission Support


Office of the Director of Mission Support
(13 posts, including Board of Inquiry)
1 D-2, 1 P-5, 3 P-4, 2 P-3,
1 P-2, 3 FS, 1 NS, 1 UNV
Communications and Public Information Office
(63 posts)
1 D-1, 1 P-5, 2 P-4, 8 P-3,
1 P-2, 4 FS, 3 NO,
36 NS, 7 UNV
Budget Section
(7 posts)
1 P-4, 1 P-3, 2 FS, 1 NS, 2 UNV
Regional offices
(24 posts)
4 P-3, 2 FS, 18 NS
Aviation Safety Unit
(3 posts)
1 P-4, 1 P-3, 1 FS
Office of the Chief, Administrative Services
(5 posts)
1 D-1, 1 P-3, 2 FS, 1 NS
Office of the Chief, Integrated Support Services
(8 posts)
1 D-1, 1 P-5, 1 P-4, 1 P-3, 1 FS, 2 NS, 1 UNV
Finance Section
(48 posts)
1 P-5, 3 P-4, 1 P-3, 14 FS,
3 NO, 18 NS, 8 UNV
Human Resources Management Section
(62 posts)
1 P-5, 3 P-4, 4 P-3, 14 FS, 3 NO,
24 NS, 13 UNV
Procurement Section
(32 posts)
1 P-5, 2 P-4, 3 P-3, 9 FS, 13 NS, 4 UNV
Property Management Section
(55 posts)
1 P-5, 2 P-4, 1 P-3, 1 P-2,
13 FS, 28 NS, 9 UNV
Medical Service
(32 posts)
1 P-5, 1 P-4, 1 P-3, 1 FS, 17 NS, 11 UNV
Information Management Unit
(10 posts)
1 P-3, 1 FS, 6 NS, 2 UNV
United Nations Volunteer Support Unit
(6 posts)
2 NS, 4 UNV
Joint Logistics Operations Centre
(28 posts)
1 P-5, 2 P-4, 3 P-3, 7 FS, 15 NS
Engineering Section
(269 posts)
1 P-5, 2 P-4, 10 P-3, 1 P-2, 20 FS, 2 NO,
200 NS, 33 UNV
Movement Control Section
(42 posts)
1 P-4, 2 P-3, 15 FS, 19 NS, 5 UNV
Aviation Section
(39 posts)
1 P-5, 1 P-4, 5 P-3, 8 FS, 14 NS, 10 UNV
Communications and Information Technology Section
(140 posts)
1 P-5, 2 P-4, 1 P-3, 4 P-2, 30 FS, 70 NS, 32 UNV
Transport Section
(209 posts)
1 P-5, 1 P-4, 2 P-3, 18 FS, 163 NS, 24 UNV
Supply Section
(158 posts)
1 P-5, 1 P-4, 4 P-3, 21 FS, 112 NS,
19 UNV
Contingent-owned Equipment Verification Unit
(14 posts)
1 P-4, 1 P-3, 5 FS, 3 NS, 4 UNV

Annex IV

Information on funding provisions and activities of United Nations agencies, funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
National and local authorities increasingly have the capacity to provide security, manage conflict and prevent violence while respecting human rights	• Accountable security sector established and functioning	• Increase the administrative, technical and operational capacity of the Liberian National Police to deliver effective police services ($580,000)	• United Nations Development Programme (UNDP), United Nations police, Liberian National Police, Bureau of Immigration and Naturalization, Bureau of Rehabilitation and Corrections
		• Increase capacity of the Liberian National Police to reduce the number of small arms in civilian hands (reducing armed violence) and to build confidence, stability and security through the capacity-building of grass-roots communities, the National Commission, the Liberian National Police and civil society, as well as by increasing public awareness regarding the issue of small arms ($50,000)	• UNDP, United Nations police, Liberian National Police, Ministry of Justice
	• National capacity for conflict prevention, management, reconciliation, reintegration, community security and social cohesion enhanced	• Enhance national reconciliation and dialogue through capacity development for the Independent National Commission on Human Rights ($1,100)	• United Nations Mission in Liberia (UNMIL), UNDP, Independent National Commission on Human Rights

Priorities	*Outcomes*	*Outputs*	*Lead partners, mechanism*
		• Enhance relationship between police and local communities by improving the capacity of the Liberian National Police for foot and mobile patrols of communities and by providing training to 160 police officers and community representatives ($481,200)	• UNMIL, UNDP, Ministry of Justice, Liberian National Police
		• Increase capacity for conflict management and foster social cohesion by training 9,628 citizens in Nimba, Grand Gedeh and Lofa counties in peace education, human rights and civic participation ($300,000)	• Office of the United Nations High Commissioner for Refugees (UNHCR), Ministry of Internal Affairs, civil society partners
		• Increase the operational capacity of county and district peace committees from 9 to 40 trained committees, and construct remaining 23 (out of 33) peace huts to prevent, manage and resolve local conflicts ($177,100)	• UNMIL, UNDP, Peacebuilding Office, Ministry of Internal Affairs
National economic policies and programmes are being implemented and monitored to support equitable, inclusive and sustainable socio-economic development	• National mechanisms and capacities for Millennium Development Goal-based, conflict-sensitive planning, analysis and monitoring strengthened	• Increase the availability and accessibility for the Government of Liberia and its partners to relevant, disaggregated and analysed data and statistics, specifically the 2009 Core Welfare Indicators Questionnaire, the Labour Force Survey, the National Accounts Survey, the Basic Commodity Price Survey, the 2008 census thematic data and human rights indicators for development planning and monitoring ($1.6 million)	• UNDP, the International Labour Organization (ILO), the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA), the World Food Programme (WFP), the World Bank, UNMIL, Liberian Institute for Statistics and Geo-Information Services

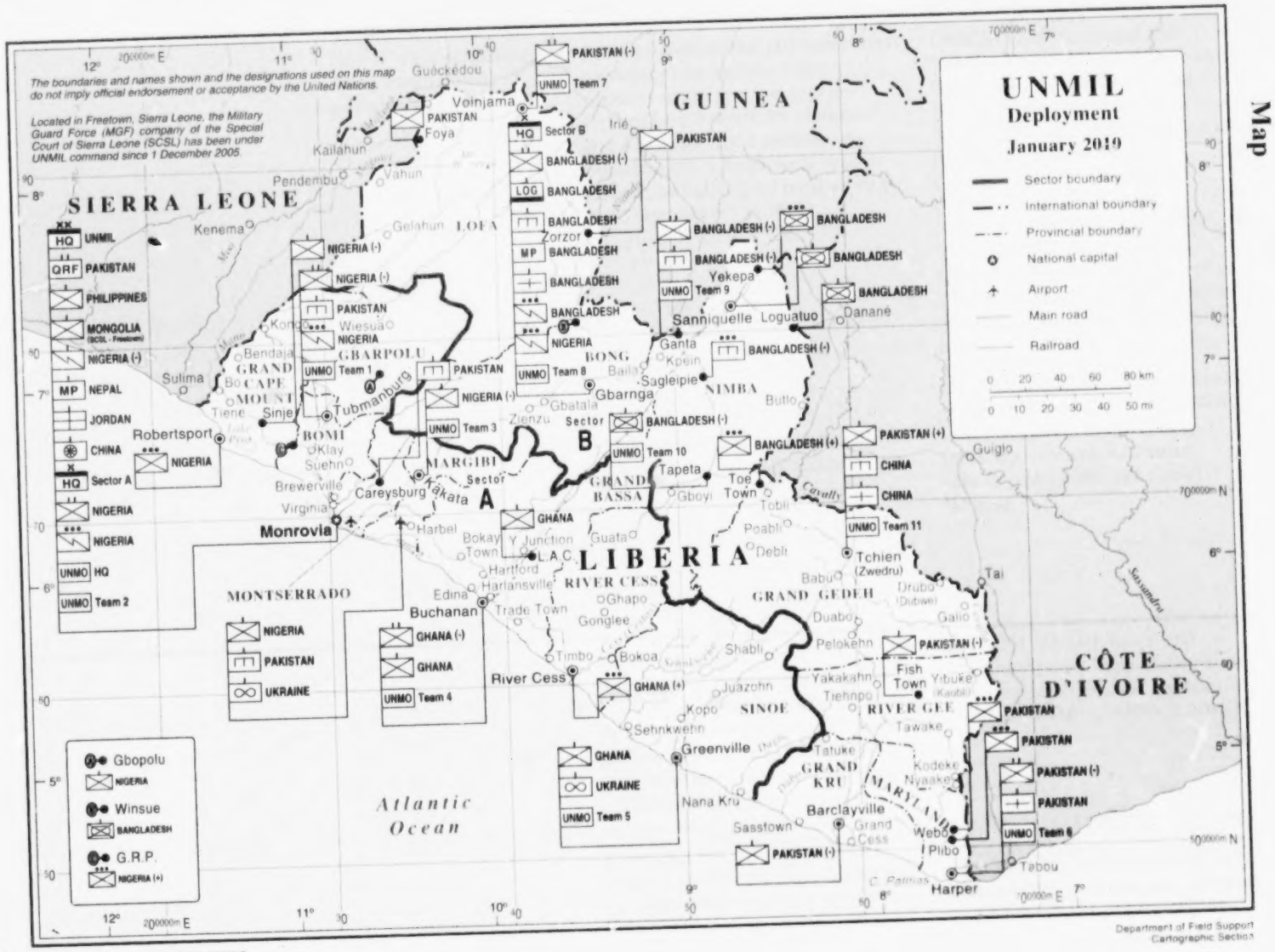
Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Aid coordination and development management tracking systems strengthened with meaningful participation of all levels of people and authorities ($400,000)	• UNDP, the World Bank, UNMIL, Ministry of Finance
	• Increased access to decent, productive employment and equal opportunities for expanding sustainable livelihoods, especially for vulnerable groups and taking into consideration conflict and peacebuilding factors	• Increase the number of women, young people and persons with disabilities accessing quality vocational training and business development skills (3,050) and microfinance services (from 40,000 to 75,000) ($1 million)	• ILO, UNDP, the United Nations Capital Development Fund Ministry of Youth and Sports, Ministry of Labour
		• Support the creation of short-term employment opportunities through labour intensive and community-based programmes ($600,000)	• ILO, Ministry of Youth and Sports, Ministry of Labour
		• Establishment/review of business and investment legislation and guidelines for small and medium-sized enterprises and tripartite mechanisms with a human rights perspective ($150,000)	• ILO, UNMIL, Ministry of Labour
	• Household food security improved, with a special focus on young people, women, persons with disabilities and other vulnerable groups	• Increase agricultural production, processing and marketing through the provision of extension services, inputs and related infrastructure to 31,000 rural farmers and 162 farmer-based organizations ($4 million)	• Food and Agriculture Organization of the United Nations, Ministry of Agriculture

Priorities	*Outcomes*	*Outputs*	*Lead partners, mechanism*
Democratic, accountable and transparent governance is being advanced in a participatory and inclusive manner and in accordance with human rights standards	• Governance systems reformed to promote and sustain democratic principles, with strengthened decentralized capacity and participation of disadvantaged groups	• Increase service delivery at county and district levels through training in leadership, financial and project management and public administration of local government officials from 600 to 1,000 ($400,000)	• UNDP, UNMIL Civil Affairs Section, Ministry of Internal Affairs, Governance Commission, county administration, United Nations Human Settlements Programme (UN-Habitat)
		• Increase institutional, administrative and operational capacity of the National Electoral Commission through technical, financial and logistical support to improve the transparency of the electoral process ($600,000)	• UNDP, UNMIL, National Electoral Commission
		• Enhance the capacity of Liberian Anti-Corruption Commission to investigate allegations of corruption and collaborate with other national institutions of integrity (General Audit Commission and Justice Ministry), civil society organizations and media ($550,000)	• UNDP, Liberian Anti-Corruption Commission
		• Enhance institutional capacity of the Land Commission to develop conflict-sensitive land reform guidelines and policies in collaboration with relevant governmental institutions ($200,000)	• UN-Habitat, UNDP, UNMIL, Land Commission, Governance Commission
		• Enhance effectiveness and efficiency of public institutions through the deployment of 100 Senior Executive Services staff for service delivery ($1.2 million)	• World Bank, African Development Bank, UNDP, Civil Service Agency, Ministry of Finance, Governance Commission

Priorities	Outcomes	Outputs	Lead, partners, mechanism
	• The rule of law strengthened, upholding international human rights standards	• Increase institutional and operational capacity of the judiciary, the Ministry of Justice, the Arthur Grimes Law School, the National Bar Association and civil society organizations to improve access to justice and delivery of legal services in 15 counties ($1 million)	• UNICEF, UNMIL Legal and Judicial System Support Division, Public Information Office and Human Rights and Protection Section, UNDP, UNFPA, Office of the United Nations High Commissioner for Refugees (UNHCR), UNICEF, United Nations Development Fund for Women (UNIFEM), judiciary, Ministry of Justice, Ministry of Health and Social Welfare, Ministry of Labour, Ministry of Education, Ministry of Defence
		• Increased operational and institutional capacity of 5 corrections facilities in 5 counties (Nimba, Montserrado, Grand Gedeh, plus two others to be identified by the Ministry of Justice) and increased number of rehabilitation programmes for prisoners in 11 facilities in 10 counties ($1.2 million)	• UNICEF, United Nations Office for Project Services, UNMIL, UNDP, UNFPA, UNHCR, UNIFEM, judiciary, Ministry of Justice, Ministry of Health and Social Welfare
		• Increased access to justice for 75 per cent of vulnerable children in contact/conflict with the law and improve the standard of care and protection for 1,500 vulnerable children aged 10 to 17 years in institutional care ($1 million)	• UNICEF, UNMIL Legal and Judicial System Support Division and Human Rights and Protection Section, UNDP, UNFPA, UNHCR
		• Increased capacity of national institutions and systems to effectively prevent and respond to gender-based violence nationwide ($2 million)	• UNFPA, UNHCR, UNDP, UNMIL, UNIFEM, Ministry of Justice, judiciary

Priorities	Outcomes	Outputs	Lead partners, mechanism
		• Implementation of action plan for the implementation of Security Council resolution 1325 (2000) in 5 counties and dissemination of national gender policy and Convention on the Elimination of All Forms of Discrimination against Women recommendations in 15 counties, leading to the integration of gender concerns into national and sectoral policy frameworks ($100,000)	• UNIFEM, UNFPA, Ministry of Gender and Development, Ministry of Justice and all line ministries

Map


The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.
Located in Freetown, Sierra Leone, the Military Guard Force (MGF) company of the Special Court of Sierra Leone (SCSL) has been under UNMIL command since 1 December 2005.
UNMIL
Deployment
January 2019
Sector boundary
International boundary
Provincial boundary
National capital
Airport
Main road
Railroad
0 20 40 60 80 km
0 10 20 30 40 50 mi
SIERRA LEONE
GUINEA
LIBERIA
CÔTE D'IVOIRE
Atlantic Ocean
Monrovia
Robertsport
Careysburg
Tubmanburg
Voinjama
Foya
Kailahun
Kenema
Pendembu
Zorzor
Gbarnga
Sanniquelle
Loguatuo
Danané
Yekepa
Ganta
Tapeta
Toe Town
Tchien (Zwedru)
Greenville
Harper
Buchanan
River Cess
Fish Town
Barclayville
Sasstown
Nana Kru
Tebou
Plibo
Webo
Bokay Town
Y Junction
Guata
Harbel
Virginia
Brewerville
Klay
Suehn
Bendala
Sulima
Tiene
Sinje
Gbatala
Zienzu
Sagleipie
Kpein
Bailey
Butlo
Poabli
Debli
Tobli
Gboyi
Guigio
Tai
Drubo (Dubwe)
Galo
Duabo
Pelokehn
Shabli
Yakakahn
Tiehnpo
Yibuke
Kaobli
Juazohn
Kopo
Sehnkwehn
Tatuke
Tawake
Kodeke
Nyaake
Edina
Harlansville
Hartford
Trade Town
Gonglee
Ghapo
Timbo
Bokoa
Kakata
Careysburg
Brewerville
Virginia
Harbel
Bokay Town
Y Junction
Guata
L.A.C.
Debli
Poabli
Tobli
Gboyi
Toe Town
Tapeta
Ganta
Kpein
Bailey
Butlo
Sagleipie
Zienzu
Gbatala
Gbarnga
Zorzor
Voinjama
Foya
Kailahun
Kenema
Pendembu
Vahun
Gelahun
Kondeyan
Wiesua
Klay
Suehn
Bendala
Sulima
Tiene
Sinje
Tubmanburg
Robertsport
Careysburg
Kakata
Virginia
Brewerville
Monrovia
Harbel
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Hartford
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Kodeke
Nyaake
Sehnkwehn
Kopo
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Irié
Voinjama
Guéckédou